DOCUMENT RESUME

ED 125 322 HE 007 158

TITLE Cornell University Faculty Handbook.
INSTITUTION Cornell Univ., Ithaca, N.Y.
PUB DATE Apr 72
NOTE 104p.; Third edition

EDRS PRICE MF-$0.83 HC-$6.01 Plus Postage.
DESCRIPTORS Academic Freedom; Administrative Organization; *Administrative Policy; Administrator Responsibility; Affirmative Action; Ancillary Services; *College Faculty; Committees; Faculty Organizations; Faculty Promotion; Fringe Benefits; Governance; *Higher Education; Instructional Staff; Job Tenure; Noninstructional Responsibility; *Personnel Policy; Salaries; *State Universities
IDENTIFIERS Cornell University; *Faculty Handbooks

ABSTRACT

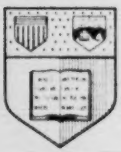
The 1972 edition of Cornell University's faculty handbook details the organization of the university faculty; the administration organization and responsibilities; procedures for faculty appointments, promotions, tenure, dismissal, and retirement; faculty and administrative policies regarding faculty-student relationships; and campus facilities and services available. (JMF)

****
* Documents acquired by ERIC include many informal unpublished *
* materials not available from other sources. ERIC makes every effort *
* to obtain the best copy available. Nevertheless, items of marginal *
* reproducibility are often encountered and this affects the quality *
* of the microfiche and hardcopy reproductions ERIC makes available *
* via the ERIC Document Reproduction Service (EDRS). EDRS is not *
* responsible for the quality of the original document. Reproductions *
* supplied by EDRS are the best that can be made from the original. *
****

ED125322

Cornell University

Faculty Handbook



U S DEPARTMENT OF HEALTH
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

HE 007 158

1972

Cornell University

Faculty Handbook

1972

Third Edition

Ithaca, New York
April, 1972

Preface

This is the third edition of the *Faculty Handbook* to be issued by the Office of the Dean of the University Faculty.

It is expected that the *Handbook* will be most useful to those who have just joined the Faculty. It is hoped that in it the new members will find answers to specific questions as well as some sense for the traditions that characterize the institution and community.

The source of this information is varied and includes University Bylaws, Trustee and Faculty legislation, as well as policy statements drawn from memoranda issued by the provost or the director of personnel. While the following material is intended to be helpful and even authoritative, it should not be regarded as a formal or legal statement of the rights and responsibilities of Faculty members.

While new editions are scheduled at three-year intervals, changes in policies and attitudes are continuous so that every edition is necessarily out of date when it comes off the press. This must be borne in mind when reading the *Handbook*.

Those who seek information that should be in the *Faculty Handbook*, and do not find it, or who find information that appears to be incorrect, should send a note to the dean's office. Such notes are most helpful when revisions are made.

PREFACE

I. 9 THE UNIVERSITY

II. 11 THE STUDENTS

III. 13 THE FACULTIES
13 The University Faculty
14 Dean of the University Faculty
15 Secretary of the University Faculty
15 Faculty Trustees
16 Faculty Council of Representatives
16 Committees of the Faculty
17 Faculties and Degrees
19 Origins of the Faculties
20 Division of Summer Session and Extramural Courses
21 Division of Unclassified Students
22 Society for the Humanities
22 School and College Advisory Councils

IV. 23 THE ADMINISTRATION
23 Charter of the University
23 Faculty Bylaws and Legislation
24 Board of Trustees
24 University Bylaws and Trustee Legislation
24 Cornell University Senate
25 Use of Seal and Name of the University
26 President
26 Provost
26 Vice Provosts
27 Vice President for Administration
27 Vice President for Campus Affairs
27 Vice President for Medical Affairs
27 Vice President for Planning
28 Vice President for Public Affairs
28 Vice President for Research
28 Secretary of the Corporation
28 University Counsel
29 Treasurer
29 Controller
29 Director of the Budget
29 Other Principal Administrative Officers
29 Dean of University Admissions and Financial Aid
30 Dean of Students
30 Director of Student Records and Finance
30 Director of International Student Office
30 Director of COSEP
31 Cornell University Council
31 Judicial Administrator
31 University Ombudsman

V. 33 FACULTY APPOINTMENTS
33 Academic Structures
34 Appointment and Titles
35 Affirmative Action
35 Tenure and Appointment Procedures
37 Salaries and Deductions
37 Vacations
38 Academic Calendar, Recesses, and Holidays
38 Leave of Absence and Absences
39 Sabbatical Leave
40 Study Leave
40 Office Hours
41 Teaching Assignments
41 Supplemental Summer Employment
42 Cornell Children's Tuition Plans
42 Consulting
43 Conflicts of Interest
43 Patent Policy
45 Academic Freedom and Public Statements
45 Identification Cards
45 Teacher's Pledge
46 Visas, Exchange Visitor Programs, and Immigration
46 Dismissal Procedure
47 Retirement Age
48 Retirement Plans
50 Social Security
50 Group Life Insurance
51 Total and Permanent Disability
51 Disability Leave-of-Absence Plan
52 Air Travel Insurance
52 Health Insurance
53 Personal Property Insurance
53 Workmen's Compensation
53 Unemployment Insurance
53 Travel Procedure
55 Nepotism

VI. 56 FACULTY AND ADMINISTRATIVE POLICIES
56 Degree Requirements
57 Grading System
58 Examinations
59 Academic Probation and Suspension
59 Student Rights
60 Book Lists
60 Misconduct
60 Code of Academic Integrity
61 Public Order
62 Code of Student Conduct
62 Release of Student Records

63 Hourly Schedule
64 Class Attendance and Absences
65 Commencement
65 Auditing Courses
65 University Guidance and Testing Center
66 Tutoring
66 Surveys and Questionnaires
66 Classified Research
67 Sponsored Research
67 Research Involving Human Subjects

VII. 69 CAMPUS FACILITIES AND SERVICES
69 Libraries
71 Library Policies
73 Archives
73 Campus Store
74 Computing Center
74 Life Safety
75 Lost and Found
75 Parking
75 Campus Bus Service
76 Travel Office
76 Telephone System
76 Purchasing Department
77 General Services Division
78 Printing, Addressing, Mailing, and Duplicating
78 Photo Science Studios
79 Cornell University Press
79 University Publications
80 University Development
80 Public Information
81 Counseling
81 International Student Office
81 Gannett Medical Clinic
81 Mental Health Clinic
81 Office of Scholarships and Financial Aid
81 Guidance and Testing Center
81 Career, Summer Plans, and Placement Center
81 Reading-Study Center
81 University Religious Affairs
81 Committee on Special Education Projects Office
82 *Cornell Chronicle*
82 Rumor Clinic
82 Faculty Mailing List
83 Messenger Service
83 Post Offices
83 Cultural Events
84 Museum of Art and Galleries
84 Dining Services

85 University Unions
86 Big Red Barn
86 Statler Club
87 Alumni House
87 Scheduling of Public Events
87 Scheduling of Conferences
87 Religious Services
88 Physical Recreation Facilities
89 Career, Summer Plans, and Placement Center
89 Breakdowns in Facilities
89 Accidents, Fire, and Other Emergencies
90 Scrap and Salvage
90 Federal Credit Union
90 Housing Information
91 Nursery School
91 Inoculations
91 Veterinary Services
91 Athletic Ticket Books
92 Check Cashing
92 Nonacademic Employees

93 Index

I

The University

To understand the unique character of Cornell University, one must know something of the origins of the institution. Two extraordinary men, Ezra Cornell and Andrew Dickson White, were both members of the New York State Senate when the Morrill Act, the "Land Grant Act," was adopted by the Congress. Cornell was a farm-bred mechanic who lived in Ithaca. His career of poverty-stricken enterprises had been abruptly transformed by great wealth when the scattered telegraph lines he had built were consolidated to form Western Union. He wanted to provide training in the practical arts and sciences for sons and daughters of the laboring classes. White was a gentleman and a cosmopolitan, a scholar who was impatient to offer vigorous and progressive intellectual education as an alternative to the fusty drills in the classics so typical of the academies of his day.

At first the backgrounds and the visions of Cornell and White seemed hopelessly incompatible, and they opposed each other as the Legislature sought to find the best use for New York's share of the federal land scrip provided by the Morrill Act. Happily, at the same point in time, both became captivated by the idea of uniting, in a single university, their separate ambitions, and from that moment they worked together to create

"...an institution where any man can find instruction in any subject."

Cornell pledged his farm for a campus and half a million dollars for endowment if the Legislature would commit the proceeds of the land grant to the new University. Thus the University, by an act of the Legislature, was created as an institution endowed with both public and private funds.

In time, the state of New York assumed further responsibility for the University. Most of the state's commitment is to support four of the present colleges, known on campus as the "statutory colleges," the New York State Colleges of Agriculture and Life Sciences, and Human Ecology; the New York State School of Industrial and Labor Relations; and the New York State Veterinary College. The remaining colleges are known as the "endowed colleges" and include the Colleges of Arts and Sciences; Architecture, Art and Planning; and Engineering; the School of Hotel Administration; the Law School; and the Graduate Schools of Business and Public Administration, and Nutrition. The Agricultural Experiment Station and the Cooperative Extension Service are integral parts of the institution and are primarily associated with the Colleges of Agriculture and Human Ecology.

Although, for budgetary purposes, the statutory units are considered to be elements of the State University of New York, the charter of the University (a section of the State Education Law) delegates to the Board of Trustees the administration of all of the schools and colleges.

Thus, Cornell has characteristics in common with the great endowed colleges of the East, but also shares traditions and structures with the great state universities to the West. It is supported by tuition income, public appropriations, and endowment funds in varying degrees, according to the college. The University has always struggled with the conflicts of its public and private patrons but has thrived on the hybridization of its missions.

II

The Students

Cornell University today has a student body of about fifteen thousand in its fifteen schools and colleges. About one-quarter of the students are engaged in graduate study.

The student body is diverse in interests and background. Fifty-seven percent of the undergraduates come from New York state, 43 percent from the remaining forty-nine states and some eighty-five foreign countries. International students constitute about 8 percent of the student body.

About 42 percent of the undergraduate men live in rooms, apartments, or with their families, 22 percent in fraternities and associations, and 36 percent in University dormitories.

Twelve percent of the undergraduate women live in sororities, cooperatives, and associations. Approximately 54 percent live in dormitories and 34 percent in off-campus apartments or with their families.

Graduate students live in apartments, rooming houses, the Sage Graduate Center, Cascadilla Hall, and Hughes Hall.

One-half of the undergraduate men belong to fraternities; fewer than one-quarter of the women are sorority members.

The primary responsibility for student extracurricular affairs and conduct has been delegated to the University Senate and is exercised primarily through the Senate Committee on Campus

Life and its subcommittees. Detailed regulations are made, when necessary, by the University Senate through its committees.

Among the approximately 350 student organizations are those which publish a dozen magazines, a yearbook, and a newspaper. The student newspaper, *The Cornell Daily Sun* (published by an independent business corporation), is not a University publication and in its editorials does not purport to represent the opinion of its entire staff, the University student body, or the University administration.

In extracurricular affairs and conduct, Cornell students have today, as they had in the University's infancy, maximum freedom to govern themselves and responsibility for the use they make of this freedom.

For further information see the current *Student Handbook* and *Policy Notebook for Students*, available at the Office of the Dean of Students, 103 Barnes Hall.

III

The Faculties

The University Faculty

In the early years of the University, the teaching staff was referred to as The Faculty, or, somewhat later, as The General Faculty or the General University Faculty. In 1896, the individual school and college faculties were created by the Board of Trustees. At that time, the University Faculty was established and its powers defined. In 1970 the Cornell University Senate was created and it assumed important responsibilities over campus life, including extracurricular affairs and student conduct, relieving the University Faculty of traditional functions in this area.

The University Faculty has responsibility for considering those questions of educational policy which concern more than one division of the University or which are general in nature. The Faculty also recommends to the Board of Trustees, with the approval of the appropriate college or school faculty, the establishment, modification, or discontinuance of degrees.

The University president, emeritus professors, professors-at-large when in residence, University professors, and all professors, associate professors, and assistant professors in the Ithaca and Geneva divisions of the University are voting members of the University Faculty.

The following University officers are voting members of the

Faculty ex officio: president emeritus; provost; vice provosts; vice presidents; deans and directors of the schools and colleges at Ithaca; dean of the University Faculty; director and assistant directors of University Libraries; University publisher; registrar; dean of admissions; dean of students; directors of resident instruction in the Colleges of Agriculture and Life Sciences, and Human Ecology; director of cooperative extension for the New York State Colleges of Agriculture and Life Sciences, and Human Ecology; directors of the experiment stations at Ithaca and Geneva; clinical director of the University Health Services; and the director of physical education and athletics.

The nonvoting membership consists of the professors, associate professors, and assistant professors in the Medical College, the Cornell University–New York Hospital School of Nursing, and those bearing the adjunct title. The general alumni secretary is a nonvoting member ex officio. The University Faculty may grant to a group of nonvoting members the right to vote on a matter in which that group has an interest.

Other persons may be elected to membership in the University Faculty by the Board of Trustees upon recommendation of the Faculty.

Visiting and acting professors are privileged to attend University Faculty meetings with the right to vote and to enjoy all Faculty prerogatives and responsibilities. It would also appear that such professors are members of the faculty of their respective schools and colleges.

In the winter of 1970–71, the University Faculty adopted bylaws in the form of a document entitled *The Organization and Procedures of the University Faculty*. In so doing, the Faculty delegated its historic legislative role to a representative body, the Faculty Council of Representatives, retaining for the entire Faculty only certain powers to delay or nullify actions of the Council, and power to elect its principal officers, including Faculty trustees. The University Faculty normally meets as a body three times each year, once at the beginning of each semester and once before the close of school in late spring.

DEAN OF THE UNIVERSITY FACULTY

The dean of the University Faculty is the Faculty's chief administrative officer and its liaison on all matters in which the concerns of the Faculty relate to the president, the trustees, or

other segments of the University community. He is, however, not a member or agent of the University administration.

The dean is chosen from among a slate of three or more candidates prepared by the Faculty Committee on Nominations and Elections after a canvass of the Faculty. The nominee receiving a plurality of votes cast by the entire faculty in a mail ballot, on ratification by the Board of Trustees, is appointed dean for a term of three years, which may be extended for a further period of not more than two years by the Faculty Council of Representatives.

As chief administrative officer of the Faculty, the dean carries out faculty policy as expressed in faculty legislation. He recommends changes in legislation and insures that such legislation is precise and coherent. He is responsible for the operation of the faculty committee system and advises the president on the selection of committee members. As chief administrative officer of the Faculty, he presides over the Review and Procedures Committee.

As liaison between the president and the Faculty, the dean advises the president on questions of educational policy. In order to perform this advisory function, the dean initiates committee and faculty discussion of educational policy and other matters within the Faculty's jurisdiction.

SECRETARY OF THE UNIVERSITY FACULTY

The secretary of the University Faculty is elected by that Faculty for a three-year term. He is responsible for publications issued in the name of the University Faculty. With the assistance of the recorder, he issues minutes of the meetings of the Faculty and the Faculty Council of Representatives. He is responsible for the selection of material to be published on the Bulletin of the Faculty page of the *Cornell Chronicle*.

The secretary serves as acting dean of the Faculty whenever the office is temporarily vacant or when the dean is unable to perform his duties.

FACULTY TRUSTEES

For more than half a century, the Faculty has been represented at meetings of the University Board of Trustees. Beginning in 1916, the Faculty elected three representatives who sat with the Board and expressed opinions. In 1956, the charter was amended to provide full voting membership for three Faculty trustees

nominated by the Faculty on the Ithaca campus, and one nominated by the Faculty of the Medical College. In 1971, the charter was again amended to increase Faculty representation on the Board, and to provide for some student trustees as well.

Under the procedures adopted by the Board of Trustees in 1971, four Faculty trustees are elected to the Board for five-year terms, three by the Ithaca-Geneva faculty, one by the Medical College faculty. One Faculty trustee is elected for a two-year term by the student body, and one Faculty trustee is elected by the nontenured members for a two-year term, from among the nontenured members of the Faculty.

Except for the Faculty trustee elected by the student body, the Faculty trustees are chosen by mail ballot after a canvass for candidates has been conducted by the Faculty Committee on Nominations and Elections.

FACULTY COUNCIL OF REPRESENTATIVES

Routine business of the University Faculty is disposed of by the Faculty Council of Representatives, a body of about one hundred professors. Most of the members are elected by constituencies; ten are elected at large. All serve three-year terms. Constituencies entitled to four or more representatives must reserve one seat of every four for nontenured members of the University Faculty.

The Council elects a Speaker to preside at its meetings and those of the University Faculty. It establishes committees, which may include persons who are not members of the Council.

The Council meets on the second session Wednesday of each month, and agenda for its meetings are the principal business of the Executive Committee of the Council. All members of the University Faculty may attend Council meetings, and receive notices of impending meetings, but only elected representatives participate in the debate and vote.

The workings of the Council and its relationship to the University Faculty and the University Senate are in accordance with the *Organization and Procedures of the University Faculty*, copies of which may be obtained from the office of the dean of the University Faculty, 315 Day Hall, telephone 6–4843.

COMMITTEES OF THE FACULTY

At this time the committees of the Faculty are being reviewed. It is expected that most of the old standing committees will be

brought under the jurisdiction of the Faculty Council of Representatives.

It is expected that those committees that administer University funds will continue to be appointed by the president, on recommendation by the dean of the Faculty, while those that recommend or implement educational policies of the Faculty will be elected by the Faculty.

Among the concerns of elected committees will be: the Code of Academic Integrity, academic programs and policies, freedom of teaching and learning, research policies, professional and economic status of the faculty, admissions and financial aids, University-ROTC relationships, academic freedom and responsibility, nominations and elections, and membership in the University Faculty.

Among the concerns of committees appointed by the president will be: University lectures, music, and research on human subjects.

Faculties and Degrees

Faculties of the schools and colleges administer all degrees. Each faculty admits its own degree candidates, establishes degree requirements, and certifies that these requirements have been met by those recommended for degrees. Each school or college other than the Graduate School administers its own first degree. The baccalaureate and professional degrees are listed below.

	Baccalaureate Degrees	*Professional Degrees*
Graduate School of Aerospace Engineering		M.E. (Aerospace)
College of Agriculture and Life Sciences	B.S.	
College of Architecture, Art, and Planning	B. Arch. B.F.A.	
College of Arts and Sciences	B.A. B.S.	
Graduate School of Business and Public Administration		M.B.A. M.P.A. M.P.S. H.H.S.A.
College of Engineering	B.S.	

	Baccalaureate Degrees	*Professional Degrees*
School of Hotel Administration	B.S.	
College of Human Ecology	B.S.	
School of Industrial and Labor Relations	B.S.	
Law School		J.D.
Graduate School of Nutrition		M.N.S.
Medical College (New York City)		M.D.
School of Nursing (New York City)	B.S.	
Veterinary College		D.V.M.
Graduate School		M.A.
		M.S.
		M.P.S. (Agr.)
		M.Arch.
		M.F.A.
		M.R.P.
		M.P.S. (C.A.)
		M.P.S. (A.A.A.)
		M.A.T.
		M.S.T.
		M.Eng. (Agr.)
		M.Eng. (Chem.)
		M.Eng. (Civil)
		M.Eng. (Elect.)
		M.Eng. (Engr. Physics)
		M.Eng. (Industrial)
		M.Eng. (Materials)
		M.Eng. (Mechanical)
		M.Eng. (Nuclear)
		M.I.L.R.
		LL.M.
		M.F.S.
		M.Ed.
		Ph.D.
		Ed.D.
		D.M.A.
		J.S.D.
		D.Sc. in V.M.

Graduate degrees beyond the first degree are administered in Ithaca by the faculty of the Graduate School and in New York City by the faculty of the Graduate School of Medical Sciences.

Origins of the Faculties

In the reorganization of 1896 the following units of the University were designated: the Graduate Department, the Academic Department or Department of Arts and Sciences (renamed the College of Arts and Sciences in 1903), the College of Law (renamed the Law School in 1926), the College of Civil Engineering, the Sibley College of Mechanical Engineering, the College of Architecture, the College of Agriculture (renamed the College of Agriculture and Life Sciences in 1971), and the New York State Veterinary College. Special faculties were set up for all of the divisions named, with the exception of the Graduate Department, which was administered by the University Faculty.

The Medical College was established in New York City in 1898. The College of Engineering was created in 1920 with three subdivisions—the School of Civil Engineering, the Sibley School of Mechanical Engineering, and the School of Electrical Engineering. (Civil Engineering and Mechanical Engineering relinquished their status as colleges which they had enjoyed for some years.) A number of other schools, divisions, and departments have since been added to the College of Engineering, including the School of Chemical Engineering, the School of Applied and Engineering Physics, the Graduate School of Aerospace Engineering, and the School of Industrial Engineering and Operations Research.

The New York State College of Human Ecology had its origins in the Department of Home Economics in the College of Agriculture. In 1925 it became the New York State College of Home Economics, only to acquire its present name in 1969. The School of Nutrition, established in 1941, became the Graduate School of Nutrition in 1956. The School of Nursing was established in connection with The New York Hospital in 1942. In the same year, the School of Business and Public Administration was authorized, although it did not become operative until after the war. In 1955 its name was changed to the Graduate School of Business and Public Administration.

Courses in hotel administration were offered as a department of the College of Home Economics beginning in 1922; this department became the School of Hotel Administration in 1950. The New York State School of Industrial and Labor Relations was authorized by the legislature in 1944 and admitted its first students in 1945.

The College of Architecture became the College of Architecture, Art, and Planning in 1967.

A division of Biological Sciences was created in 1964 to integrate certain offerings in the Colleges of Agriculture and Life Sciences, and Arts and Sciences.

The Africana Studies and Research Center was established in 1969 in response to a need for a new encounter with the Black experience in American education.

The faculty of each college or school consists of the president of the University, who is its presiding officer, the dean or director of the college or school, and all professors, associate professors, assistant professors, and instructors in the college or school. Instructors, senior research associates, and senior extension associates are nonvoting members unless their own faculties give them voting rights.

A college or school faculty may elect to its membership members of other college or school faculties.

Each college or school faculty determines the entrance requirements for its students, prescribes courses of study and degree requirements, recommends to the Board of Trustees qualified candidates for degrees, enacts and enforces rules concerning academic work, and exercises jurisdiction over all other educational matters in the school or college, subject only to the authority of the University Faculty in matters affecting general policy.

DIVISION OF SUMMER SESSION AND EXTRAMURAL COURSES

Under the auspices of the Division of Summer Session and Extramural Courses, the University offers a wide variety of credit and noncredit courses during the summer for graduate, undergraduate, and nondegree students, and for high school graduates accepted for admission by an accredited college. The Division also provides an opportunity for employed persons to take part-time study during the regular school year. In this way an individual may gain credit toward an academic degree, may

take work necessary for job advancement, or may pursue cultural and avocational interests.

The Summer Session. A variety of programs involving the faculties of the various schools and colleges of the University are available during the summer. In addition to formal credit courses characteristic of the regular academic year, a variety of specially designed programs serve the needs of special groups by means of institutes, conferences, seminars, and short courses. All the necessary facilities of the University are available to persons registered in the Summer Session.

Extramural Courses. Through this means of registration, the University seeks to serve employed persons whose available time does not permit full-time study. Individuals are admitted to courses on the basis of their qualifications to do the work required in each specific course. Normally, an individual is not permitted to register for more than seven credit hours in a single term. The Extramural Division offers the opportunity to take credit in two different ways: (*a*) by registering in courses in off-campus centers located to suit the convenience of a sufficient number of extramural students to warrant the offering; and (*b*) by registering in the same on-campus courses that are scheduled for the regular full-time student. All such courses carry the same credit as for the full-time student.

DIVISION OF UNCLASSIFIED STUDENTS

The purpose of the Division of Unclassified Students is to afford students who may wish to transfer from one school or college within the University to another, but who may not be immediately eligible for transfer, an opportunity to take a program of courses designed to demonstrate ability and willingness to do satisfactory work in the area to which transfer is desired. The Division is administered by a director and an administrative committee of faculty members.

Any student who has been in residence as a candidate for a degree in any of the University's schools or colleges may apply for admission to the Division. If admitted, he may elect courses in, and may apply for admission to, any undergraduate college or school of the University. If, after two terms in the Division, he is not accepted as a degree candidate by a school or college of the University, he is usually not permitted to reregister in the

Division. Tuition and fees in the Division are the same as in the undergraduate endowed divisions.

THE SOCIETY FOR THE HUMANITIES

The Society for the Humanities was established to encourage and support imaginative teaching and research in the humanities. Fellows are appointed in three categories: Senior Visiting Fellows, Faculty Fellows, and Junior (Postdoctoral) Fellows. The fellowships are held for a year or, occasionally, for shorter terms. The Society's house at 308 Wait Avenue contains offices, seminar rooms, and a select library.

In the near future, the Society will be relocated in the former home of Andrew D. White, the first president of Cornell. This house stands on the knoll at the intersection of Tower Road and East Avenue, in the center of the campus.

School and College Advisory Councils

The following divisions of the University have advisory councils of alumni and other qualified outside persons appointed by the Board of Trustees to advise the schools and colleges on educational policy: Arts and Sciences; Business and Public Administration; Engineering; Law; Agriculture and Life Sciences, and the Agricultural Experiment Stations; Human Ecology; Veterinary; and Industrial and Labor Relations.

IV

The Administration

THE CHARTER OF THE UNIVERSITY

Cornell University came into being with the signing of its charter by the governor of the state of New York on April 27, 1865. From the beginning the charter was implemented by state legislation which has been, over the years, subject to amendment, consolidation, addition, and repeal. At present, the charter is set forth in Article 115 of the New York Education Law. Copies are available from the secretary of the corporation.

The charter stipulates how the Board of Trustees shall be constituted; the presence of faculties is assumed, but the charter does not describe their functions nor vest them with power.

FACULTY BYLAWS AND LEGISLATION

For more than a century, the entire University Faculty met periodically as a legislative body, but lacked formal bylaws. Legislation adopted from time to time has never been codified, but the dean of the Faculty maintains a record of Faculty actions and each year issues a printed extract of records accumulated during the year.

In the winter of 1970–71, after three years of preparation, the Faculty approved *The Organization and Procedures of the University Faculty* as "bylaws" for the Faculty. This legislation establishes the Faculty Council of Representatives and delegates

to it most of the functions formerly exercised by the full faculty.

The *Organization and Procedures of the University Faculty* may be found in the *Legislation of the Faculty and Extracts from Its Records* for 1970–71.

BOARD OF TRUSTEES

Ultimate power over all aspects of the University is vested in a board of sixty-two trustees: ten ex officio members; one life member (the eldest lineal male descendant of Ezra Cornell); five members appointed by the governor of New York State; twenty-one elected at large by the Board itself; ten elected by the alumni of the University; six faculty members; five students; three elected by the Board from the field of labor; and one member elected by the New York State Grange.

At all times the Board includes at least three members from New York State in each of the following three fields: agriculture, labor, and business, industry, or commerce. At no time shall a majority be members of one religious sect.

The Board meets in regular session four times each year. Much of the work of the Board is accomplished through its standing committees: Executive, Investment, and Audit. The Executive Committee meets monthly and exercises the powers of the Board in all matters which, by law or the Bylaws of Cornell University, do not require action of the full Board.

UNIVERSITY BYLAWS AND TRUSTEE LEGISLATION

The Board of Trustees has defined the functions of its own executive officers, of its committees, and, in a general way, of the faculties it has established. The basic legislation of the Board is found in the Bylaws of Cornell University. The last substantial revision of the bylaws was in 1971. The Board of Trustees adopts legislation from time to time to implement the bylaws.

THE CORNELL UNIVERSITY SENATE

In the spring of 1969, the campus was shaken by a dispute that, nominally at least, focused on the judiciary system for dealing with disruptions. Students, and some faculty, massed to insist that the Faculty reverse a decision on student conduct it had made but two days earlier, and the Faculty did reverse itself, but not without misgivings. A general conviction emerged that in the future, broad issues relating to campus life should be settled by joint action of faculty and students, above the level

of student-faculty committees. A Constituent Assembly was elected and in the fall of '69 drew up a plan for a University Senate to be composed of students and faculty in equal parts and a few representatives drawn from the administration, the nonacademic employees, alumni, and others. The plan was approved in a campus referendum and by the Faculty. The Board of Trustees adopted enabling legislation, and the first meeting of the Senate was held at the end of the spring term of 1970.

Senators are elected by constituencies for one-year terms that begin well before the end of each academic year. A Speaker is elected by the Senate to preside at Senate meetings, which are scheduled as often as once a week when necessary. Meetings are open to the public, except for rare executive sessions. The Senate relies heavily on committees to formulate its legislation, and these committees generally include many non-Senators. Initial referrals are made by the Speaker. Sense of the Body and Investigatory Resolutions are assigned to an Executive Committee and all others are assigned according to the guidelines in the committee's legislation. However, the Executive Committee does coordinate the flow of proposed legislation. The Executive Committee develops the agenda for each meeting.

The University Senate is the primary body for debating, recommending, or enacting policies in a wide area of campus life, from housing and dining to the defense of free speech on campus. Trustees are elected from the student body, the faculty, and community. Through sense of body resolutions, the Senate comments on matters not strictly within its jurisdiction but deals definitively with numerous policy questions, and fixes the key dates of the academic calendar.

USE OF SEAL AND NAME OF THE UNIVERSITY

The corporate name of the University is "Cornell University."

The University has two official seals. The great seal, which bears a profile of Ezra Cornell, his name, the name of the University, the date of the founding, and the motto in Ezra Cornell's words, "I would found an institution where any person can find instruction in any study," is affixed to diplomas and is in the custody of the president.

The corporate seal is smaller than the great seal and omits the motto. It is used where required in connection with the

execution of official University documents, except diplomas, and is in the custody of the secretary of the corporation.

An emblem bearing the University motto written on an open book is often used on nonofficial material, such as souvenirs.

Some of the schools and colleges have been authorized by the Board of Trustees to use seals for certain college purposes.

The name Cornell or Cornell University may not be used in connection with any non-University-associated enterprise in such manner that it may be inferred that Cornell University supports the enterprise or endorses any product or service related to it.

PRESIDENT

The president is the chief executive and educational officer of the University; as such, he makes recommendations to the Board of Trustees and carries out its decisions. He is an ex officio member of the Board, its Executive Committee, its Investment Committee, and its Board Nominating Committee. He is the presiding officer of all the faculties and is the medium for formal communication between them and the Board.

All academic, executive, and administrative officers are under the administrative jurisdiction of the president.

PROVOST

The provost is the chief administrative officer under the president. He has broad responsibilities, works closely with the president, and assumes the president's duties during his absence or disability.

VICE PROVOSTS

There are two vice provosts; one has responsibilities for the academic programs of the four statutory colleges, the Graduate School of Nutrition, the Division of Biological Sciences, and the Laboratory of Ornithology. He also has the responsibility for environmental studies throughout the University: the Center for Water Resources and Marine Sciences; the Center for Environmental Quality and Management; the IRRPOS project on National Energy Needs and Environmental Quality; and several major environmental projects in the College of Agriculture and Life Sciences.

The other vice provost assists the provost in the academic administration of the University. In addition to general assign-

ments he is responsible for approval of all academic appointments for personnel and labor relations; Affirmative Action; the ROTC Program; the Center for International Studies; and the Center for Urban Development Research.

VICE PRESIDENT FOR ADMINISTRATION

The vice president for administration is responsible for the University's business and financial affairs, other than investments, and for a variety of technical and support operations. These latter include plant maintenance, computer services, and student records.

VICE PRESIDENT FOR CAMPUS AFFAIRS

The vice president for campus affairs administers the Division of Campus Life under the policy-making jurisdiction of the University Senate. The Division of Campus Life consists of the dean of students; the director of the Career, Summer Plans, and Placement Center; the director of the International Student Office; the director of University Unions; the coordinator of University Religious Affairs; the director of Physical Education and Athletics; the director of University Health Services; the director of Dining Services; the manager of the Campus Store; and the directors of counseling services.

VICE PRESIDENT FOR MEDICAL AFFAIRS

The vice president for medical affairs is the staff vice president for medical and nursing affairs and is responsible for the long-range plans of the large medical complex associated with Cornell University in New York City. He is especially concerned with planning for the future of the Cornell medical community as it relates to education, research, and public service on a local and national level. The vice president for medical affairs also serves as president of the New York Hospital–Cornell Medical Center, in which position he is the chief executive officer of the Medical Center.

VICE PRESIDENT FOR PLANNING

The vice president for planning is responsible for such studies of long-range plans for the University's operations as may be assigned to him by the president; for the development of long-range campus development plans; and for the programming, design, and construction of physical facilities. He is also re-

sponsible for maintenance of an inventory of building space and for space assignment. The director of planning and the director of construction report to him.

The Cornell Plantations is administratively responsible to the vice president for planning.

VICE PRESIDENT FOR PUBLIC AFFAIRS

The vice president for public affairs is charged with general responsibility for the University's development, alumni, and public relations programs. Reporting to him are the Offices of Academic Funding, Alumni Affairs, Development, Public Information, and University Publications; the directors of University Relations, Community Relations, and Public Affairs Education Programs; and the University's regional offices. The vice president for public affairs serves as executive director of the Cornell University Council.

VICE PRESIDENT FOR RESEARCH

The vice president for research is the University officer responsible for the development of policy related to research, for the acceptance of research grants, and the execution of research grants and contracts. He, as the dean of the Graduate School, correlates the interaction between research programs and graduate and postdoctoral study. He has the responsibility for the administration of patent and copyright matters for Cornell.

The vice president for research is also responsible for the National Astronomy and Ionosphere Center at Arecibo; the Centers for Applied Mathematics, Radiophysics and Space Research, and Materials Science; the Cornell Research Foundations, Inc.; the Laboratories of Nuclear Studies and Atomic and Solid State Physics; the Science, Technology, and Society Program; and the University Libraries.

SECRETARY OF THE CORPORATION

The secretary of the corporation performs the usual duties of a corporate secretary, such as serving as secretary to the Board of Trustees and its Executive Committee.

UNIVERSITY COUNSEL

The University counsel is the University's principal legal adviser. While he is concerned primarily with giving legal advice to the president and other executive officers on matters of academic

and business administration, individual faculty members are encouraged to consult his office concerning legal problems which may arise in the course of their University work. He does not advise on personal legal problems.

TREASURER

The treasurer administers the University's investments, collects and disburses funds, and executes deeds, contracts, and other instruments in writing in the name of the University. He is responsible to the Investment Committee of the Board of Trustees in administering the University's investments and to the president in all other matters.

CONTROLLER

The controller is the chief accounting and auditing officer. He also represents the University in financial relations with New York State, oversees the business affairs of the four statutory units, and is responsible for the University insurance and real estate affairs under the general direction of the vice president for administration.

DIRECTOR OF THE BUDGET

The director of the budget oversees the preparation and implementation of all budgets of the University, under the general direction of the vice president for administration.

OTHER PRINCIPAL ADMINISTRATIVE OFFICERS

Dean of University Admissions and Financial Aid. The dean of University admissions and financial aid is primarily concerned with matters of policy, planning, and coordination relative to the admission and financial assistance of undergraduates. He is responsible for the University's admissions relations with secondary schools; the coordination of on-campus visits for prospective undergraduates; the participation of alumni, students, and staff in organized recruiting efforts; and the development of appropriate admissions statistics and studies. The dean is also responsible for representing the University's admissions interests in the College Entrance Examination Board, the Ivy League, and other regional and national admissions professional organizations and associations.

Dean of Students. The dean of students and his staff are primarily concerned with the welfare of the individual student, and with student nonacademic life within the framework of policy established by the University Faculty and the University Senate. The office has general responsibilities in counseling and advising, student activities, organizations, new student orientation and student housing, as well as special areas such as sex education and drug education programs. The office administers the personnel, program, and management aspects of University student housing, and to a lesser extent, fraternities and sororities. The office serves as an information center for students, helping to find answers to questions or directing students to other sources for answers. The staff also counsels individual students in problems not handled by specialized agencies.

Director of Student Records and Finance. The director of student records and finance oversees the four major student administrative services of admissions records (undergraduate), bursar, registrar, and scholarships and financial aid. The director of admissions records is responsible for processing and maintaining all undergraduate admissions to the University and for maintaining admissions' historical records. The bursar maintains student accounts, collects tuition, fees, and other charges, and administers the student charge and consolidated billing systems. The registrar oversees the enrollment procedures for all students, coordinates preregistration and classroom assignment, issues the final examination schedule, and is custodian of all permanent student academic records. In general, official transcripts of student academic records are issued by the registrar upon the student's request. The director of Scholarships and Financial Aid administers the student aid programs, which include scholarships, loans, and student employment.

Director of International Student Office. The director of the International Student Office bears major responsibility for the advising and counseling services to foreign students and their dependents. Primary areas of concern are orientation, housing, immigration regulations, and financial aid.

Director of COSEP. The director of COSEP is involved in the design or implementation of programs and services, ranging from the initial recruitment through graduation, to assist minority students. Deriving its name from the Committee on Special

Educational Projects, which initiated these efforts, COSEP coordinates efforts with the various schools and colleges and central administrative offices; and the admissions counseling, tutoring, financial aid, and special services for students identified by the program. The goal of the program is to see to it that the maximum number of minority students at Cornell complete an education that will be useful to them in later life.

CORNELL UNIVERSITY COUNCIL

The Cornell University Council is a body of three hundred outstanding alumni who, through their interest and influence, assist the University in various aspects of University development, including alumni relations, public relations, and fund raising. The Council meets in Ithaca in the fall of each year. The Council includes faculty representatives, and members are elected by the Board of Trustees upon recommendation of the Administrative Board of the Council.

JUDICIAL ADMINISTRATOR

The judicial administrator is appointed by the president with the consent of the University Senate. He is generally responsible for the administrative actions needed to assure appropriate disposition of cases arising from violations of the University Rules for the Maintenance of Public Order or violations of the Student Code.

His office receives and investigates reports of violations. Minor infractions may be disposed of by the judicial administrator himself who is empowered to impose appropriate penalties when the offender waives his right to a formal hearing. Otherwise, or whenever the offense is deemed serious, the judicial administrator places the matter in the hands of the appropriate judicial board.

UNIVERSITY OMBUDSMAN

In the fall of 1969, the first University ombudsman was appointed. So far, the post has been filled by a person drawn from the faculty, who is given appropriate staff and office space in Barnes Hall. The telephone number is (25)6-4321.

The ombudsman is appointed by the president, with the consent of the University Senate. The ombudsman listens to complaints from any source, and sees to it that the proper channels

for seeking remedies or resolution of the problem are explored. When appropriate, the ombudsman exercises powers to investigate and to report findings and conclusions, without restriction other than to protect the rights of individuals. The ombudsman does not exercise powers of decision but may accept the role of arbitrator when requested to do so by parties to a dispute.

The Senate's charge to the ombudsman reads in part: "To direct during emergencies or at the request of the president, such additional and special information and rumor clinic services as he believes to be within the resources and competence of his office."

Faculty, students, and nonacademic employees alike have taken complaints to the ombudsman, and the office is firmly established as an important factor in the affairs of the University.

V

Faculty Appointments

ACADEMIC STRUCTURES

Members of the Faculty normally belong to several independent academic structures, each serving a different function.

The fundamental structure through which most appointments are made and most of the academic budget is administered begins with the academic department and its head. The next level is the college or school faculty with its dean. The academic deans report directly to the president. The purpose behind this structure is to manage the process by which undergraduate and professional degrees are offered and graduate courses are taught. This structure is not universal; some of the smaller colleges are not subdivided into departments, and some departments (e.g., Physical Education, and the Military departments) do not have college affiliations.

For the purpose of administering the three graduate degrees, M.A., M.S., and Ph.D., a second structure exists. It begins with the members of a Field of Study recognized by the Graduate School, headed by an elected Field Representative. While the disciplinary pattern of the academic departmental structure leaves its imprint on the pattern of Fields of Study in the Graduate School, there is no mandatory connection, and many fields are composed of members drawn from more than one department or more than one college. Some academic departments embrace

several groups recognized by the Graduate School as separate fields. Membership in a Field is by action of the dean of the Graduate School on recommendation of the Field Representative, and, normally, a professor is a member of at least one Field, thereby becoming a member of the Graduate Faculty, which meets periodically, but which has delegated most of its powers to the General Committee of the Graduate School, elected by the Graduate Faculty.

To coordinate special research or teaching programs, usually of an interdisciplinary nature, some Centers have been established. Except perhaps for some administrative costs, funds used in the operation of Centers are normally provided by outside agencies through grants or contracts. Centers are administered by directors, and committees appointed by the president, and they are responsible to him. Membership in a Center is determined by the administrative committee of the Center. Although Centers do not normally make professorial appointments or offer courses, some do, notably the Africana Studies and Research Center, which functions in the manner of an academic department but is not a part of any college. Another exception is the Division of Biological Sciences, an intercollege organization headed by a director. The division was formed to integrate teaching and research programs in biology found in several colleges, and to provide an administrative base for creating new programs in biology that did not have a natural home in any single college. While the Division does not administer degrees, it does administer some sections of its own, and organizes curricula for biological science majors.

Finally, professors of every rank are members of the University Faculty, which sets academic policies that affect more than one college. The University Faculty, its committees, and its officers are described in other sections of the Handbook.

APPOINTMENT AND TITLES

Instructional and research personnel are appointed with one of the following titles: University professor, professor, associate professor, assistant professor, instructor, adjunct professor, senior research associate, research associate, postdoctoral associate, senior extension associate, extension associate, lecturer, or assistant. "Visiting," "acting," or "research" may precede some of these titles. Visiting fellows are scholars and scientists who have

been given facilities for resident work but who perform no formal duties and receive no salary.

Endowed college appointments generally are for the nine-month academic year, which extends from one week before Registration Day in the fall through Commencement Day in the spring. Statutory college appointments require either nine or twelve months of service.

An assistant is appointed by the head of a college, school, academic department, or center for a one-year term.

AFFIRMATIVE ACTION

Cornell University is an equal opportunity employer and is committed to the principle of no discrimination in hiring, promotion, lay-off, or tenure of employment because of age, race, sex, religion, national origin, or social, political, or fraternal affiliations.

The University has recently established the Office of Affirmative Action, which reports to the vice provost of the University. Each appointment form for regular full-time or regular part-time employment, academic or nonacademic, must include a statement of the efforts that have been made to recruit or upgrade women and minority-group personnel for the position. These statements must include the evidence of effort made by the department head, as well as copies of letters showing recruiting efforts. The basic element of the Affirmative Action program is making a good faith effort in meeting one's goals and commitments.

TENURE AND APPOINTMENT PROCEDURES

Appointments to the positions of University professor, professor, and associate professor normally carry tenure and are made by the Board of Trustees upon recommendation of the president. This statement does not apply in the Military departments, where all appointments are terminated on relief from military duty at the University. In other exceptional cases, an appointment may be for a definite term.

"Acting" and "visiting" professors and associate professors are appointed by the president for one-year terms.

Persons having professional qualification for regular faculty appointment but who will serve only part time and with limited tenure may be appointed by the president to the staff of instruction and research as adjunct professor, adjunct associate

professor, or adjunct assistant professor. Adjunct professors or adjunct associate professors may be appointed for renewable terms not to exceed five years each. Adjunct assistant professors may be appointed for renewable terms not to exceed three years each.

All other appointments are made by the president for definite terms and may not be extended except by reappointment. An assistant professor is appointed by the president for a three-year term. He may be reappointed once. An instructor, postdoctoral associate, or lecturer is appointed by the dean of a college or school for a term of one year. Instructors may serve a maximum of five years or, if concurrently registered in the Graduate School, eight years. Research associates and extension associates may be appointed for maximum terms of three years, with unlimited renewability of appointments. Senior research associates and senior extension associates may be appointed for maximum terms of five years, with unlimited renewability of appointments.

All appointments, including tenured, in divisions supported by state funds are subject to modification or termination in the event that the state or federal funds from which the salaries of such appointees are paid cease to be available to the University for such purposes.

Although no prescribed procedure exists for promotion to a tenure rank, the usual practice is as follows. After the beginning of the sixth year the faculty of the department (section, center, or school) evaluates the individual's performance and makes a recommendation to the dean; the dean of a school or college appoints a committee to advise him on action to be taken concerning a faculty member under consideration for promotion. In addition to school or college faculty members, the committee ordinarily contains persons from outside the particular school or college or from outside the University.

The decision is normally made and communicated in the middle of the sixth year; if tenure is not granted, the appointment is continued for a seventh year to allow time for relocation, but the seventh year is a terminal year and recommendations for appointment to tenured rank will not be entertained during that year.

In 1959, the University Faculty approved a Faculty Appointment Policy that prescribes a preliminary analysis of candidates, selection of candidates for interview, and the nature of the interview. The policy states that the choice is made by the

department head with the concurrence of his faculty, with appropriate participation of the dean of the Graduate School where a substantial amount of supervision of graduate students is contemplated. After the chosen candidate's qualifications have been reviewed in the president's office, a tentative offer can be extended. The president's office stipulates that such offers must include details of important terms that might be misunderstood, including the term of the appointment, the title, sabbatic leave provisions, and specific teaching or research.

SALARIES AND DEDUCTIONS

School and college faculty members, whether on nine- or twelve-month appointments, receive their salaries every two weeks. In the endowed colleges, those on nine-month appointments are paid biweekly throughout the year. In the statutory colleges, those on academic year appointments are paid biweekly for nine months. For the convenience of the employee, the University expects to initiate a plan whereby salary checks may be deposited directly with local banks.

The University is required to deduct federal and state withholding taxes and social security tax from salary checks. It also deducts employee contributions to the retirement system, and to health and group life insurance plans for those who participate. When authorized by the employee, the University will also deduct payments to the Tompkins County United Fund or to the Credit Union, for U.S. Savings Bonds, or fees for parking permits.

When a faculty member is engaged in sponsored research for part of the academic year, he receives no additional salary for that reason, but the University may be reimbursed by the organization sponsoring the research for that part of his salary equal to the fraction of his time spent on the research.

VACATIONS

For those on nine-month (academic year) appointments, the three summer months are vacation periods in which the professor's time is his own. Professors on twelve-month appointments are entitled to one month of vacation, which may be scheduled in any way that does not prevent proper performance of academic-year duties. The provost's office has advised that academic recesses and intersessions during the academic year are not to be regarded as vacations for academic staff unless

they arrange to schedule a part of their earned annual vacation during that time.

The normal appointment for research and extension associates is twelve months, which includes one month of vacation.

ACADEMIC CALENDAR, RECESSES, AND HOLIDAYS

The academic year is the nine-month period beginning one week before Registration Day in the fall and extending through Commencement Day.

The academic calendar is determined by the University Senate and has been modified almost annually in recent years. It specifies days when the University is in regular session, and when it is in recess during the academic year. Normally, there are four recesses, one at Thanksgiving, one at Christmas, one between semesters, and one during the spring semester. In 1971–72, the Christmas recess and the between-semesters recess were combined.

University holidays are associated with major national holidays. Those that occur while the University is in regular session are days off for nonacademic employees only. Nonacademic employees whose services are required on a University holiday receive a day off at another time. University holidays that occur when the University is in recess are days off for academic and nonacademic employees alike. University holidays are Memorial Day, Independence Day, Labor Day, Thanksgiving Day and the Friday following, Christmas Day and the calendar days before and after Christmas, and New Year's Day.

In the spring of 1971, Provost Robert A. Plane and Robert D. Miller, then dean of the University Faculty, issued a memorandum to remind academic staff that they are not on vacation during an academic recess. The recess is a time when professors catch up on reading, writing, or out-of-class chores, and spend time with graduate students and committee work; when graduate assistants work on research and assigned duties. Those who wish to be away from the University on personal business at any time, including during a recess, may seek leaves of absence.

LEAVES OF ABSENCE, AND ABSENCES

Applications for absences of fewer than eight days are made to the dean of the school or college; applications for absences of more than seven days are made through the appropriate dean to the president, who may approve leaves of absence without

salary for periods not exceeding one year and who may grant leaves with salary for up to three months.

Faculty members on leave without pay may continue their various fringe benefits by so requesting and by paying both the member's and the University's normal contributions.

SABBATICAL LEAVE

Whenever any professor, associate professor, or assistant professor has continuously served the University in one or more such rank for at least six years, he may, subject to the approval of the Board of Trustees, have sabbatical leave of absence for one year on half pay or for one term on full pay for the primary purpose of increasing the value of his further service to the University.

It is expected that those granted sabbatical leave will return to duty at the University for at least one year. Those who do not return in order to accept employment elsewhere are expected to remit to the University any salary paid to them by the University while on leave or to arrange for the new employer to reimburse the University for such salary.

Application for sabbatical leave is made by letter to the appropriate dean prior to the term preceding the term during which the leave is desired. Copies of the application are sent by the applicant to the president and to the department head concerned. If possible, action on the application will be taken at least three months before the leave is due.

Responsibilities within a department should be distributed so that every professor, associate professor, or assistant professor may have sabbatical leave when it becomes due, without overburdening the other department members. A person on sabbatical leave is relieved of the duties of a resident staff member. He may, however, continue to vote in University Faculty meetings, to serve on University Faculty committees when requested to do so, and to use library and laboratory facilities.

If the granting of a requested sabbatical leave would seriously inconvenience a department, and if the faculty member is willing to postpone his leave, the period of postponement may be counted as part of the six years' service prerequisite to his next sabbatical leave, provided that the department head has received approval by the president of the leave postponement before the leave becomes due. In no case shall the period of service between

two sabbatical leaves be reduced by more than three terms because of postponement.

STUDY LEAVE

Faculty members who have carried unusually heavy teaching loads for a substantial period and who are not eligible for sabbatical leave for another two and a half to three years may apply for a leave to undertake uninterrupted study and research. Guidelines for granting a study leave are as follows.

Upon recommendation from the appropriate academic dean or director, the president may relieve a faculty member from teaching duties for one full term in order that he may pursue uninterrupted study and/or research for that period. The faculty member must submit a specific plan of study and/or research with his application. His plan must include provision whereby his teaching responsibilities will be met with existing departmental resources without additional staff appointments. Normally, this would include an extra-heavy teaching load for himself during the semester just preceding or following the period of relief from teaching. It is understood that the plan submitted amounts to a voluntary contract to complete all teaching commitments involved.

Those eligible for this benefit are University professors, professors, associate professors, and assistant professors whose opportunities for scholarly development are found to have been impaired by heavy teaching loads and who have served the University continuously in a teaching capacity for at least six full terms, or the equivalent thereof as determined by the president.

The period during which the staff member is relieved of teaching duties may be counted toward his qualification for a sabbatic leave of absence. The staff member receiving this benefit shall continue within his regular employment status at regular salary and not be deemed to be on leave of absence. The period of relief must be used for study or personal research, and may not be used, for example, for outside consulting or other non-University endeavor.

OFFICE HOURS

Most college and departmental offices are open Monday through Friday and until noon on Saturday, except on University holidays, throughout the academic year. During the summer, offices

may be closed on Saturdays. Opening and closing hours are staggered to relieve traffic congestion.

While faculty members normally post their own office hours, they should make their home or library study habits known to their departmental offices so that they can be reached when the occasion requires.

TEACHING ASSIGNMENTS

In 1971, the Faculty Committee on Academic Freedom and Tenure held that a department chairman properly exercises his responsibilities when he arranges the teaching assignments of members of his department. Teaching assignments involve both the assignment of particular courses and the overall matter of teaching load. Normally, the decisions are the product of discussion, negotiation, and agreement among those concerned, but sometimes an assignment contrary to the preference of a particular faculty member must be made, and the chairman has this power.

The Committee went on to say that because this power could conceivably be used to render a professor's position at the University untenable, the chairman must be held accountable for its reasonable exercise. On recommendation of the Committee, the Faculty approved a resolution recommending formation, in each college, of a suitable faculty grievance committee to review problems brought to it by a professor, or by a department chairman. The proceedings of such a committee are to be confidential, but the committee may report its findings to the parties involved, and to the dean of the college. While the machinery for such grievance procedures has not been fully implemented as of this writing, it is expected to be in operation shortly.

Teaching loads are not fixed by formula since there is no single standard appropriate for all disciplines and circumstances. Instead, teaching loads are basically departmental responsibilities and equity between departments is sought through decisions allocating positions to departments as a part of the budgetary process.

SUPPLEMENTAL SUMMER EMPLOYMENT

Faculty members on appointments requiring nine months of service may accept compensated summer employment elsewhere, in the University Summer Session, or in connection with spon-

sored research projects under University auspices. No member of the faculty is required to teach in the Summer Session.

Faculty members on twelve-month appointments are normally required to perform year-round duties, with one month allowed for vacation.

Faculty who teach during the Summer Session and who work on sponsored research may receive up to a maximum of three months salary. The normal maximum period for charging summer salaries to sponsored research projects at Cornell is two and one-half months, on a biweekly basis. No deductions for fringe benefits will be made on Summer Session, Research, or Grant funds during this two- or three-month period.

CORNELL CHILDREN'S TUITION PLANS

Children of faculty members may attend any division of the University without payment of tuition, provided that they meet the regular admission standards and are admitted. The maximum number of terms of free tuition per child is fourteen.

The free-tuition privilege continues while the faculty member remains in the service of the University, or if he retires, dies, or becomes totally and permanently disabled during such service.

Children of faculty members who are admitted to degree programs in other accredited institutions of higher education are each eligible for scholarships for a maximum of four academic years of study, in the amount of the tuition and fees at the institution attended or $1,000 per year, whichever is the smaller. Information regarding the Cornell Children's Tuition Scholarship Plan is available in the Office of University Personnel Services.

The wife or husband of a faculty member is not entitled to remission of tuition if admitted to Cornell as a special student or as a candidate for a degree.

CONSULTING

Private consulting for which a faculty member receives compensation is viewed favorably so long as it does not interfere with his responsibilities to the University.

Because the law establishing the statutory colleges requires them to perform teaching, research, and extension work, faculty members in those colleges may not consult for a fee for corporations or organizations operating in New York State which are entitled to free extension service.

1. Department heads shall be informed by full-time staff members of all plans to do private consulting for which compensation is received. Unless his regular duties include consulting services to the public (as in the statutory colleges), each full-time member of the academic staff shall be permitted to engage in private consulting work not to exceed the equivalent of one day per week during the months when he is responsible to the University, provided such work, in the judgment of the department head and in accordance with the principles stated above, does not interfere with regular University duties. Faculty members in the Veterinary College and in the Colleges of Agriculture and Life Sciences, and Human Ecology may do paid consulting for two days each month; those in the School of Industrial and Labor Relations may consult one day per week.
2. Cases involving unusual circumstances, either as to the time or the nature of the work, yet which do not exceed the equivalent of one day per week, shall be undertaken only when approved by the dean of the school or college concerned.
3. Cases which involve time beyond that prescribed above or which necessitate an absence from the campus for periods in excess of seven days shall be undertaken only with the approval of the president upon recommendation of the head of the department and the dean of the college concerned.

CONFLICTS OF INTEREST

The University assumes that faculty members will give careful consideration to potential conflict-of-interest situations which may arise from sponsored programs, consulting, and outside commercial activities and will do everything possible to minimize this conflict.

All faculty members in the statutory colleges follow the Public Employees' Code of Ethics in order to avoid conflict of interest, and the entire University subscribes to the December 1964 joint statement of the American Council on Education and of the Council of the American Association of University Professors "On Preventing Conflicts of Interest in Government-Sponsored Research at Universities." Copies of these statements are available from the Office of Academic Funding.

PATENT POLICY

University research, although not specifically aimed at commer-

cial applications, may produce new ideas and inventions which are patentable. The University has established the Cornell Research Foundation, Incorporated (CRF), to administer the patenting of inventions recommended to it and to provide adequate protection for the inventor, the University, and the public.

CRF and the University have developed procedures to aid in the assessment of the probable importance of inventions brought to its attention and to assist in judging the desirability of filing a patent application. Such assessments may, if needed, include the use of ad hoc review committees selected to provide knowledgeable advice on the technical merits of disclosures, to consider the need for further development of the invention, and to assess possible application of the invention for the public benefit. The services of the CRF officers, the Office of Academic Funding, and the office of the University counsel are available to render advice to inventors and to discuss procedures that should be followed in order to gain adequate protection between the time of conception of an invention and the processing of a formal application for a patent.

To further carry out its functions efficiently, CRF has entered into agreements with Research Corporation and the Battelle Development Corporation which provide for patent analyses and commercialization assistance.

CRF, on behalf of a member of the University, may forward an invention disclosure to Research Corporation or Battelle with the understanding that if either firm accepts the assignment, it will endeavor to secure the patent and subsequently will exploit the patent and invention without any expense to the inventor. These organizations will pay to the inventor a share (ordinarily 15 percent) of the gross income which they receive from the invention. In cases of plural inventors, this percentage is shared.

Rights to inventions arising in the course of government and other sponsored research are controlled by the terms of the research agreement. Under many federal agreements the sponsor holds sole title and rights to both domestic and foreign patents. Staff members and other technical personnel accepting research, as well as students and consultants associated with a sponsored project, are required to execute waivers or agreements as will permit the University to comply with these obligations to the sponsor. In essence such agreements, as executed, will vest all rights in Cornell.

Prompt reporting of all inventions to the CRF secretary and the appropriate college administration is essential.

Further information concerning patents can be found in Cornell's *Manual of Policies and Procedures for Sponsored Projects.*

ACADEMIC FREEDOM AND PUBLIC STATEMENTS

Independent inquiry and the free expression of opinion have been a part of the University's tradition since its founding. Every professor has the right and obligation to seek and to profess the truth as he sees it.

Each member of the faculty, in writing or speaking, has the same rights and duties as any other citizen. The University Faculty has, however, recorded its belief that each of its members, in exercising his right of free speech, should realize that in the minds of many citizens he occupies a representative position and that, in consequence, the reputation of the University lies partly in his hands.

The Faculty has consistently supported the policy that students are entitled to hear discussions of issues in open meetings, however controversial the issues or the speakers may be, when such meetings are scheduled by recognized student organizations in accordance with established procedures.

IDENTIFICATION CARDS

All members of the staff are provided with permanent identification cards upon request. These cards are useful for identification for various purposes both on and off the campus.

Requests for faculty identification cards should be made to the office of the dean of the Faculty. Other staff members should apply to the Office of University Personnel Services. Delivery takes approximately ten days. If a card is lost, the office of the dean of the Faculty (or University Personnel Services) should be notified immediately. A charge of $5.00 is made for replacement.

The card should be returned to the office where it was obtained when a staff member leaves the employ of the University.

TEACHER'S PLEDGE

The New York State Education Law requires all United States citizens teaching in the state to subscribe to a Teacher's Pledge to support the Constitutions of the United States and the state of New York and the faithful performance of duties. The pledge

is administered by designated University officials. A record of execution of the pledge is filed with the Office of University Personnel Services in Ives Hall for the endowed colleges and with the payroll office in Mann Library building for the statutory colleges. Citizens of other countries sign a statement of exemption from the pledge.

VISAS, EXCHANGE VISITOR PROGRAMS, AND IMMIGRATION

The University has designated the Foreign Scholar Adviser to be responsible for Exchange Visitor Program No. P-1-43, and to act as adviser on immigration and visa matters for personnel coming from abroad. The Adviser acts as liaison officer between the University and the Office of Immigration and Naturalization Service at Buffalo, New York, with respect to immigration matters involving the University. The office is located at 312 Day Hall, telephone 6–4344.

DISMISSAL PROCEDURE

The University reserves the right to dismiss and discontinue the appointment of any faculty member for failure to perform the duties of his position or for such personal misfeasance or nonfeasance as makes him unfit to participate in the relationship of teacher to student. Dismissals are made only after the faculty member has been given reasonable notice and an opportunity to be heard.

The following procedure applies in the case of a University professor, professor, associate professor, or assistant professor.

When a complaint which might lead to dismissal is made against a faculty member from any source, the dean of his school or college informs him of the complaint, investigates the case, and if the faculty member is willing, consults with him regarding it. The dean then reports to the president the results of the investigation, together with his recommendations. If the president believes, after independent investigation, that further proceedings are warranted, he gives the faculty member a detailed written statement of the charges against him.

If the faculty member desires a hearing, he requests it in writing within thirty days after receipt of the charges. His case is heard by a board of five faculty members appointed by the president; two are selected by the faculty member whose case

is being heard, two by the president, and the fifth by the other four.

At the hearing, the faculty member may be accompanied by an adviser or counsel of his own choice, may present witnesses in his own behalf, and may question the witnesses against him. He may obtain, upon request, a full report of the proceedings before the board, including the testimony, evidence, findings, and recommendations. The board submits to the president a report of its findings and recommendations; the president transmits this report to the Board of Trustees, together with any recommendations he may wish to add.

The faculty member shall be free to resign at any time within thirty days of receipt of the written charges against him; if he neither requests a hearing nor resigns, the Board of Trustees is free to dismiss him without further notice or hearing.

RETIREMENT AGE

The normal retirement age for faculty members is sixty-five, with retirement to become effective on the July 1 following the person's sixty-fifth birthday. Faculty members may retire at age sixty, but insurance and other benefits will be curtailed except for those with ten or more years of continuous service to Cornell immediately prior to retirement.

A statutory college faculty member may resign at fifty-five, receive a state pension, and continue his health insurance at the group rate. Group life insurance coverage is discontinued, however, and the faculty member forfeits all the rights and privileges of a member of the instructional staff, including eligibility for election as an emeritus professor.

When the special competence of a faculty member who has reached normal retirement age is needed by his department or by another division of the University, and the individual faculty member wishes to continue in full- or part-time service in the University, the policy of the University is to encourage the establishment of mutually satisfactory arrangements for this purpose. Before the faculty member reaches his sixty-fourth birthday, a request for a one-year postponement of retirement beyond his normal retirement date may be initiated by either the faculty member or his department. Such extension is contingent upon a favorable recommendation of the clinical director of University Health Services concerning his physical fitness to

continue. Further annual postponements may be granted on the same basis until the person reaches age sixty-eight.

Under exceptional circumstances it is possible for a faculty member to continue his service beyond retirement by annual appointment under regular procedures appropriate to the particular position and salary.

For information concerning group life insurance, retirement income, and other benefits on retirement, see the appropriate sections of this book.

A University professor, professor, or associate professor who retires and who has rendered distinguished service to the University, may, upon the nomination of the president after recommendation of the dean of the appropriate school or college, be appointed by the Board of Trustees as a professor emeritus.

RETIREMENT PLANS

Endowed Colleges. University professors, professors, associate professors, and assistant professors are required to participate in the Contributory Retirement Income Plan by contributing a minimum of 5 percent of their monthly salary to the Plan. Personal contributions in excess of this 5 percent may also be made. The University, in addition, contributes an amount equal to 10 percent of the faculty member's monthly salary. Lecturers, instructors, senior research associates, research associates, professional librarians, senior extension associates, and extension associates employed full time for more than a one-year term may enroll voluntarily; however, enrollment is compulsory after three years of employment. *Visiting* or *acting* professors (full, associate, or assistant) are permitted to enroll in the Contributory Retirement Income Plan.

The funds purchase an annuity from the Teachers Insurance and Annuity Association (TIAA). Up to 100 percent of the total contribution may be invested in common stock through the College Retirement Equities Fund (CREF), a companion system to TIAA. CREF retirement income is designed to sustain the purchasing power of retired faculty members since the dollar amount of a CREF annuity varies with fluctuations in the value of the Fund. The amount of retirement income depends upon one's age on entering the program, the amount of one's contribution, and the benefit payment option chosen.

Both the University and faculty members continue their normal contributions during sabbatical leaves. The amount of the

contribution is based upon the member's full regular salary and is in the same amount whether the leave is for one term at full pay or one year at half pay. During leaves of absence without pay, the member may pay the entire premium, including the University's normal share. Exceptions are made in the case of a faculty member on leave for the purpose of holding a fellowship from the Guggenheim or Rockefeller Foundations or from the American Council of Learned Societies. Both the University and the faculty member continue normal contributions during such leaves.

Tax Deferment Plan (Endowed Colleges). A faculty member may authorize the reduction of his salary by the amount which he contributes to the retirement fund in order to place himself in a more favorable tax position. He would then pay income tax on his deferred salary as retirement income when he receives it or repurchases his contract. If he does not authorize the salary reduction, his contribution is taxed as part of his salary, but, after retirement, he will not be taxed on the premium dollars he contributed during active service. Details of the plan are available at the Office of University Personnel Services, B-12 Ives Hall.

Statutory Colleges. Faculty members of the statutory colleges are required to belong to the New York State Employees' Retirement System or to TIAA-CREF. Compulsory retirement age conforms with Cornell University policies, not with that established by the State University of New York. The minimum retirement age under the Employees' Retirement System is fifty-five. Both systems are noncontributory, and the minimum death benefit is six months' salary to a maximum of $10,000 while active. A minimum of three months' service is required to be eligible for this benefit. The death benefit after retirement is $3,000, provided the employee had ten years of service. No credit is received for leave of absence without pay.

The amount of the retirement allowance under the Employees' Retirement System depends upon the number of years of service and the final average salary. To this is added any annuity purchased by contributions which the member was required to make in past years. A choice of plans for payment of benefits is available. The plan is fully vested after ten years of service.

For those faculty members who choose the optional plan, TIAA-CREF, the State University of New York contributes 12 percent of the portion of the member's salary subject to social

security tax plus 15 percent of the portion of his salary in excess of the social security wage base. The total contribution may be invested in CREF.

Information on the tax reduction plan available to members of the statutory colleges may be obtained from the Finance and Business Office, Mann Library building.

SOCIAL SECURITY

With few exceptions, employees of the University, including members of the teaching, extension, and research staffs, are covered by the Old-Age, Survivors' and Disability Insurance provisions of the Social Security Act. Members of the faculty and/or their spouses should register for Medicare coverage at least three months before their sixty-fifth birthday, whether or not they are actively employed.

GROUP LIFE INSURANCE

The Group Life Insurance Plan, underwritten by the Prudential Insurance Company of America, provides basic insurance for full-time faculty members and staff based on regular annual salary. Cost varies with amount of salary *and age*, but does not exceed a monthly cost of 60 cents *per month* per $1,000 of insurance, and is met by mandatory salary deductions. Regular annual pay does not include Summer Session pay or cost of living differentials for faculty in University operations abroad. The University pays the premium on the first $1,500 of insurance without regard to the total coverage.

The faculty member may name his own beneficiary and may arrange for one of a number of settlement plans.

In addition to the compulsory basic plan, the University provides an optional supplemental "bulge" plan for those between the ages of thirty and sixty-five. The basic amount of insurance will be increased by 50 percent at age thirty unless a waiver is signed. The same basic rate prevails, and the University pays the premium on the *first* $1,000 of the supplemental amount. At age fifty-six the supplemental coverage is reduced by 10 percent each year on that portion of the insurance on which the individual's contribution is required.

A faculty member enrolled in the Group Life Insurance Plan is automatically covered by a Personal Accident Insurance equal to three times his basic annual salary at no additional cost. This insurance will be paid for death or dismemberment through

accidental means on or off the job. It is in addition to other insurance benefits. Benefits are paid to the beneficiary named on the Group Life Certificate.

A reduced amount of insurance is continued in force without cost to the member if he retires on or after reaching age sixty and has had at least ten consecutive years of service immediately prior to retirement. This will be 50 percent of the amount in effect just prior to retirement. On each successive July 1 following the first full year of retirement the life insurance coverage will be reduced by 10 percent of the amount in effect just prior to retirement until a minimum of $2,000 or 10 percent of the basic is reached, whichever is more.

Total and Permanent Disability. A faculty member enrolled in the Group Life Insurance Plan is automatically covered by a total and permanent disability clause in his Group Life Insurance equal to the amount of basic and supplemental insurance to a maximum of $50,000. If a faculty member has been totally and permanently disabled for six months after one year of service, he may receive a benefit of $18.15 per month per $1,000 for sixty months for the first $26,000 of insurance. He will receive the balance of the insurance to a maximum of $50,000 at the same rate starting with the sixty-first month of disability.

Information regarding the Group Life Insurance can be obtained from the Office of University Personnel Services, B-12 Ives Hall.

DISABILITY LEAVE-OF-ABSENCE PLAN

Faculty members who are eligible to participate in the TIAA-CREF retirement plan are provided with additional protection in case of long-term total disability before reaching retirement age. Total disability under this plan is defined as the "inability of the employee, by reason of sickness or bodily injury, to engage in any occupation for which he is reasonably fitted by education, training, or experience."

The employee must have had ten years of continuous service immediately prior to the determination of total disability in order to qualify. Information concerning the operation of the plan and the calculation of benefits is available in the Office of University Personnel Services, B-12 Ives Hall.

AIR TRAVEL INSURANCE

Faculty members traveling by plane on University business are covered by air travel insurance for accidental death and dismemberment sustained on civilian aircraft and aircraft operated by the Military Air Transport Service of the United States and in travel to and from airports. Faculty members piloting planes are not covered and must be approved by the Air Travel Insurance Company before faculty passengers are covered. The maximum benefit is $100,000; the beneficiary is the one named in the group life insurance policy or the estate of the faculty member. Additional information is available at the Insurance Office in Day Hall.

HEALTH INSURANCE

Health insurance for members of both endowed and statutory colleges at Cornell consists of Blue Cross, Blue Shield, and Major Medical. The Major Medical Plan for members of the statutory colleges carries a $50.00 cash deductible provision; for those in the endowed colleges the amount deductible is $100. Both plans provide for 80 percent reimbursement under the Major Medical coverage up to a maximum which would rarely be exceeded. An optional plan consisting of Blue Cross and Group Hospital Insurance is available for persons in the statutory colleges.

Group rates for both life and health insurance apply during sabbatical leaves, but these rates increase somewhat during leaves of absence without pay.

The University's Health Insurance Plan may be continued after retirement if the member retires on or after reaching age sixty and has had at least ten consecutive years of service immediately prior to retirement. The faculty member will be billed on a six-months basis at the same rate as that before retirement. Special coverage to complement parts A and B of Medicare is available for all members of the faculty and their spouses at age sixty-five. Members of the faculty and/or their spouses should register for Medicare coverage at least three months before their sixty-fifth birthday whether or not they are actively employed.

Information regarding the plan for those in the endowed divisions can be obtained from the Office of University Personnel Services, B-12 Ives Hall. Faculty members in the statutory colleges should consult the Finance and Business Office, Mann Library building.

PERSONAL PROPERTY INSURANCE

The University does not insure books, manuscripts, or other personal property of faculty members against losses by theft or destruction. Those who keep personal property on campus should make private arrangements for protection, and should recognize that theft is a hazard on campus.

WORKMEN'S COMPENSATION

Faculty members are covered by workmen's compensation, under the New York State Workmen's Compensation Law, for any injuries that occur in the course of their duties: teaching, research, or extension. All accidents or injuries must be reported promptly to the Department of Life Safety Services.

UNEMPLOYMENT INSURANCE

Faculty, research, and principal administrators are covered by unemployment insurance under the New York State Unemployment Insurance Law.

Faculty members with twenty weeks of covered employment, who may become unemployed through no fault of their own, who are able and available for work and unsuccessful in finding it, may be entitled and eligible to receive unemployment insurance benefits.

One major exception should be noted. Faculty members will not be considered eligible to receive unemployment benefits for the period between the spring and fall term, if they have a contract with either Cornell or another college to work in the fall.

It should also be noted that faculty members on sabbatical leave will not be eligible to receive unemployment insurance benefits.

Before termination, for whatever reason, the employee should ask the Office of University Personnel Services for an appointment for an exit interview.

TRAVEL PROCEDURE

Endowed Colleges. Travel advances in reasonable amounts for authorized business trips are available at the Accounting Office in Day Hall upon submission of a properly completed and approved Travel Advance Request. Such advances must be completely accounted for within thirty days after the trip is completed, and under no circumstances may a person have more than one outstanding travel advance at any one time.

Airline and railroad tickets are available through the University travel manager at 160 Day Hall when requested on a properly completed and approved Travel Authorization Form. The cost of official University business trips will be charged to the account indicated on the Travel Authorization Form.

Airline and railroad tickets for trips related to University work, but which are not official University business, will be furnished as outlined in the above paragraph provided the traveler's department head approves the trip. The cost of such tickets will be charged to the traveler's personal account in the Accounting Office, as will the cost of tickets for members of his immediate family who may accompany him. Personal charges such as these are payable at the Treasurer's Office, Day Hall, within fifteen days from the date of billing. Tickets will not be issued under any circumstances for trips of a personal nature such as consulting, vacations, or job interviews.

Travel by automobile is reimbursable at ten cents per mile on mileage driven.

If a traveler arranges his own transportation, he should keep in mind that Cornell University is exempt from transportation tax. Exemption certificates are available from the travel manager. Reimbursement requests for transportation taxes paid will not be honored.

Upon return from a University business trip the traveler should submit a signed and completed Travel Expense Reimbursement Voucher to his department head for approval. This form itemizes all expenditures and reflects the net amount owed the traveler or the University. The form should be forwarded to the Accounting Office along with all obtainable receipts. The following rules are mandatory in view of the travel regulations enacted by Congress.

1. Employees must submit a receipt for all lodgings, regardless of amount.
2. All single expenditures of $25.00 or more (other than transportation) must be supported by receipt. Transportation receipts must also be submitted where they are readily available.
3. Itemization of daily expenses is required for each day they exceed $25.00 exclusive of transportation expenses to and from destination. Such itemizations may be set forth on the reverse side of the Travel Reimbursement Voucher.
4. In order to comply with government regulations, the University will have to consider all exceptions to the above rules

as compensation to the employee and report the amounts involved (on Form 1099) to the Internal Revenue Service, which will in turn compare the data with the employee's tax return.

5. The University will not reimburse charges for rental car collision coverage since it has made its own arrangements for such coverage.

Statutory Colleges. Faculty travel on official business in the statutory colleges is reimbursable. A faculty member planning to travel should make arrangements through his department secretary. A notice of proposed travel must be filed by the department in the statutory colleges Finance and Business Office in Mann Library building in advance of the dates of travel.

After returning from a trip, the faculty member submits, through the department office, a voucher claim for reimbursement of expenses incurred. Vouchers are audited against specific maximum allowances for meals, lodging, mileage, etc. Exceptions are approved for over-the-maximum allowances upon a request by the department head to the director of finance.

Cash advances are available for a faculty member when out-of-pocket expenses on a trip will be $50.00 or more. Requests for advances should be directed to the department head for forwarding to the business office.

NEPOTISM

The University seeks to provide equitable employment opportunities for all individuals including those related to one another by blood or marriage. To achieve this objective, however, provision must be made through a clearly stated procedure to insure that family ties are not permitted to influence judgments with respect to evaluating the quality of work, or decisions with respect to hiring, promotion, or termination. In line with this objective, the general procedure of the University will require that persons linked by family ties should not be in a supervisory relationship to one another. Where professional background and training qualify the individuals concerned, spouses and related individuals may be employed within the same department upon written approval of the cognizant dean or vice president. However, parents, children, and siblings will not normally be permitted to work within the same immediate work unit.

VI

Faculty and Administrative Policies

DEGREE REQUIREMENTS

The establishment or discontinuance of degrees conferred by the University is a responsibility of the Board of Trustees. The Board acts on recommendation of the University Faculty, which, in turn, makes its recommendations with the approval of the school or college concerned. The requirements for the various degrees offered are determined by the individual school and college faculties. The University Faculty has established two universal requirements for all undergraduate degree candidates: four semesters of physical education during the freshman and sophomore years and residency during the last two semesters unless special requirements supervised by the college faculty are satisfied.

No member of the University Faculty and no voting member of a college or school faculty may be a candidate for a degree administered by the University.

Cornell University does not award honorary degrees. Only two departures have been made from this traditional policy, and these occurred in the early days of the University. Honorary

degrees were awarded to Andrew Dickson White, the University's first president, and to David Starr Jordan, a member of the first class and the first president of Stanford University.

GRADING SYSTEM

A special publication, *Grades and Grading at Cornell*, provides detailed information on the grading system, midterm grades, the mechanics of reporting grades, etc. Requests for copies should be directed to the Office of the Registrar, Day Hall.

A uniform grading system based on letter grades A, B, C, D, and F has been in effect for all colleges on the Ithaca campus since 1965. Under certain conditions, grades of S and U may be assigned for "satisfactory" or "unsatisfactory" performance, but, in general, passing marks are reported on a descending scale from A+ through D−, and a failing mark is reported as F.

Grades of S or U are normally reported for such courses as physical education, nonresident lectures, field trips or colloquia, or in courses deemed by a college to require no greater precision in grading. In addition, to encourage students to venture into subjects outside conventional curricula, most colleges permit a student to ask for S or U grading in one course each term. Each college has its own rules restricting the use of this option by its students. These can be found in *Grades and Grading at Cornell* and in the *Announcements* of the various schools and colleges.

Student transcripts may show, in lieu of grades, the symbols: V–visitor–audit; no numerical credit given for the course. Audited courses will not appear on the records of students enrolled in graduate or undergraduate divisions of the University. INC–incomplete—course not completed for reasons acceptable to the instructor. Completion is indicated by a second entry giving the grade finally assigned with the credit hour circled. R–registered in good standing—a year-length course which is not graded at the end of the first term. GL–graduate level—a course taken at the graduate level. Other symbols, NA and NMG, are used by instructors when it is impossible to report grades, but these symbols do not appear on the transcript. CNC–cancel—no longer used; when a course is cancelled it is removed from the transcript.

The reporting symbol NA signifies *not attending* and is used when a student fails to appear for lectures or for examinations, although he is registered. When this is reported, the registrar will remove the course from the student's transcript if the records

show that registration in the course had been cancelled with official approval. If the registrar finds that the student's college did not cancel his registration, the registrar will automatically record F on the transcript, signifying failure.

A student may, with the instructor's permission, be given a grade of incomplete in a course when he would otherwise be unable to complete the course requirements because of circumstances beyond his control. He must have substantial equity in the course and the conditions for makeup must be firmly established. The symbol INC should not be used when the faculty member has missed the deadline for reporting grades, as this action penalizes the student.

A student who receives an INC in a course may seek permission from the college in which he is enrolled, present the registrar's copy of the permission slip to the instructor, and then complete the unfinished work. When it is finished, the instructor indicates the grade on a Grade Report Form and forwards it, together with the permission slip, to the office of the college offering the course. The grade INC will not be removed but will be superseded by a second entry giving the grade finally assigned.

Midterm grades may be S or U or letter grades. Restrictions in the use of S or U do not apply to midterm marks.

Grades are reported on mark-sensing IBM grade cards, one for each student registered in a course. The cards are distributed to instructors by college or departmental offices; completed cards are returned to the college office. A form is available for reporting irregularities in the information on a student's grade card. The form should be returned to the office of the school or college in which the student is enrolled.

Once the deadline for returning grade cards is past, the late grade cards, plus a filled-out Grade Report Form, are submitted to the office of the school or college in which the course is given.

Grade changes are made by submitting a Grade Report Form to the office of the school or college offering the course.

EXAMINATIONS

So far as is practicable, a final examination is regarded as part of the regular work for undergraduate courses.

In courses for which a final examination would serve no useful purpose, a term report, essay, or personal conference may

be substituted; work on the substitute exercise may take place during the final examination period.

Final examinations may be given only during the final examination period at the end of each term. Examination schedules are prepared and distributed by the Registrar's Office; deviations from this schedule are allowed only to avoid conflicts.

Faculty members may exempt from the final examination students whose work is of high quality. Conditions governing exemptions are determined by the several college faculties.

Examinations are written in ruled or blank official University examination booklets, which are available to faculty members at school and college offices.

Makeup examinations for students who missed the regular final examinations may be given at the discretion of the department concerned.

Examinations may be given in Sage Infirmary with the approval of the school or college dean and under regulations approved by him.

No examination or class may be held in the independent study period immediately preceding the official examination period.

ACADEMIC PROBATION AND SUSPENSION

The University has abandoned the use of academic probation for students with poor records. Warning letters may be sent to the students by their colleges. When it appears that it is not in the best interests of a student or of his college for him to remain a student, his college may direct that he be suspended for a specified period.

When the period has expired, the student may not reregister unless or until he has convinced the appropriate representative of his college that he is likely to complete his program in a satisfactory manner. If it is appropriate, the college may direct that a student will never be allowed to reregister.

STUDENT RIGHTS

The Cornell University Senate has developed a Statement of Student Rights. As this *Handbook* is prepared, final action (which will require Faculty approval for certain sections) has not been completed, and it cannot be said how certain provisions will be implemented.

The statement affirms the traditional freedoms of the campus in terms of rights to study, speak, and listen; the right to privacy;

and the right to associate. The rights to due process and redress of grievances are included.

Specific provisions of special interest to Faculty assert the right of a student to see work he has submitted after it has been corrected and graded, the right to receive the full amount of instruction for which he has paid tuition, and protection from capricious or unprofessional evaluation by his teachers.

BOOKLISTS

The Cornell Campus Store, owned and operated by the University, and other nearby bookstores stock textbooks and classroom supplies. Ordinarily, one or more of these stores will send forms to professors asking them to list the materials that need to be ordered well in advance of the next term. The Faculty and the University Senate have both adopted resolutions intended to assure free competition between suppliers; booklists should not be restricted to one preferred dealer.

MISCONDUCT

There are four systems for dealing with misconduct on campus. The Code of Academic Integrity, and associated hearing boards, deal with academic fraud as described elsewhere in this handbook. The student code and associated boards deal with other offenses against the community except that a special set of rules and special hearing boards deal with the maintenance of public order as described in another section. A professor, associate professor, or assistant professor accused of misconduct or neglect of his duties which might lead to dismissal may invoke a hearing process established by the Board of Trustees. (See Dismissal Procedure)

To report theft, vandalism, or other misconduct that requires investigation by campus or civil authorities, call the Safety Division, 6–5215, or the judicial administrator, 6–4680.

CODE OF ACADEMIC INTEGRITY

The Faculty has adopted a Code of Academic Integrity and has created a student-faculty hearing board and a similar appeals board to deal with violations of the code.

A guiding principle of the Faculty is that academic fraud is dealt with by a judicial process, not by the instructor. The instructor's prerogatives are limited to reporting fraudulent work to the chairman of the Committee on Academic Integrity. If the committee finds the student guilty, the instructor gives no credit

for the fraudulent work in computing a grade for the term. Disciplinary action, whether expulsion, suspension, cancellation of registration in a course, or a lesser penalty, is the prerogative of the committee. The committee determines guilt or innocence and fixes the penalties. If the instructor must report a grade at the end of a term before the committee has ruled on guilt, he should report *Incomplete* in lieu of a grade and defer computation of the grade until the committee has either affirmed or set aside the charge.

It is essential, where plagiarism is possible, that the instructor establish the rules regarding collaboration, citations, and quotations at the beginning of a course. Many hours of committee time and personal anguish can be avoided if these rules are clearly established, especially in those courses where students are encouraged to collaborate on some assignments but are required to work independently on others.

It is unfortunate that most students who engage in academic fraud fail to understand until too late that knowledge and creativity, rather than grades, are the currency of scholarship, and that theft of the work and ideas of others is a serious offense in an academic community, an offense that invites expulsion or suspension from the University. Professors are encouraged to speak on this matter, especially to freshmen, and should call attention to the Code of Academic Integrity, which is distributed to all students when they enter the University.

PUBLIC ORDER

When campus disorders became a widespread phenomenon, the New York State Legislature adopted a requirement that the governing board of each institution of higher education must adopt, and file with the State Board of Regents, a set of Rules for the Maintenance of Public Order. It was stipulated that these rules must provide for disciplinary actions, including ejection, suspension, or dismissal, of students, employees, faculty, and others who were found guilty of violations.

In the summer of 1969, the Board of Trustees complied with this requirement and established a University Hearing Board and an Appeals Board to hear charges, to hear the defense offered, and to impose penalties. Both boards include students, faculty, and nonacademic employees.

The Rules for the Maintenance of Public Order may be found in the *Policy Notebook* issued by the Office of the Dean of Students. They prohibit acts that impair the proper exercise of

traditional freedoms of speech and movement on campus and acts of violence against persons or property.

A separate act of the Legislature flatly forbids bringing firearms onto university premises except as specifically authorized in writing by appropriate authority. The Ithaca area abounds in game, but observance of this law requires hunters to avoid the campus when carrying their weapons with them, even if kept in the trunks of their cars.

CODE OF STUDENT CONDUCT

Misconduct that is not deemed a violation of the Rules for the Maintenance of Public Order or the Code of Academic Integrity is the subject of the Student Code. As this *Handbook* is prepared, it is expected that the Code approved by the now defunct Student-Faculty Committee on Student Affairs will be revised or replaced by action of the University Senate. It is further expected that the judicial bodies that have dealt with student violations will be superseded. The Senate has adopted, and the Trustees have confirmed a uniform set of penalties that include expulsion or suspension, fines, and various lesser penalties that may be imposed for those found guilty of violating the Rules for the Maintenance of Public Order or the Student Code.

RELEASE OF STUDENT RECORDS

University policy on releasing information from official student records is set forth in the following paragraphs. It shall be the responsibility of each University department maintaining such records to implement this policy by appropriate means and to establish clearly and publicize the procedures to be followed in releasing student record information.

There are three general categories of information in student records maintained by the University offices.

Unprivileged information is information which by common usage is known to be available from various sources, e.g., name, address, etc., and it may be released without the consent of a student upon request from an inquirer who has established his identity and a reasonable need for the information.

Qualified privileged information is information concerning a student's relationship to the University, e.g., grades and academic and disciplinary actions, and it may be released only at the student's specific request or with his written permission.

Privileged information is accumulated in confidence either upon

the specific promise of no disclosures or in the context of a confidential relationship, e.g., medical records.

Most requests for student records are made to the Registrar's Office and are handled according to the above policies. Requests addressed to other University officials for copies of student records or information contained therein should be complied with at the discretion of the dean, director, or department head involved in accordance with the policy stated above.

The individual faculty member who is asked for a personal evaluation of a student for such purposes as further study or employment has a special responsibility to report only such information as in his judgment will serve the best interests of his student and his inquirer.

In the event of service of a *subpoena duces tecum* (requiring the individual to appear and produce records), the University counsel should be consulted as to the proper procedure. This should also be done where a subpoena is served on an individual officer or employee of the University having charge of student records.

If a question arises that cannot be answered by the application of the foregoing principles, the person involved should consult the University counsel for advice on that particular case.

Information contained in Law School records and files concerning the character and fitness of students shall be made available as required by law and regulations of the courts.

HOURLY SCHEDULE

Hours of instruction, as established by Faculty legislation, are from 8:00 a.m. to 4:25 p.m. All lectures, recitations, or similar exercises start at 8:00, 9:05, 10:10, or 11:15 a.m., or 12:20, 1:25, 2:30, or 3:35 p.m. and continue for fifty minutes each.

All laboratories or similar exercises which continue for one hour and fifty-five minutes, two hours and twenty-five minutes, or three hours are scheduled as follows:

1 hour and 55 minutes	*2 hours and 25 minutes*	*3 hours*
8:00–9:55 a.m.	7:30–9:55 a.m.	8:00–11:00 a.m.
10:10–12:05 p.m.	10:10–12:35 p.m.	10:10–1:10 p.m.
12:20–2:15 p.m.	2:00–4:25 p.m.	1:25–4:25 p.m.
2:30–4:25 p.m.	7:30–9:55 p.m.	7:30–10:30 p.m.
7:30–9:25 p.m.		

The hours from 4:25 p.m. to 7:30 p.m. are to be free from all formal undergraduate class or laboratory exercises.

In order to protect the right of students to enroll in scheduled classes, the hourly schedules must be observed and altered *only* by unanimous consent of all students who have registered in the course, and with the permission of the dean of the college.

Evening classes are held only when regularly scheduled and included in the college *Announcements* or as recommended by the Faculty Committee on Registration and Schedules; evening lectures, recitations, or similar exercises start at 7:30 p.m. and 8:35 p.m., and evening laboratories or similar exercises at 7:30 p.m.

CLASS ATTENDANCE AND ABSENCES

Students are expected to be present throughout each term at all meetings of courses for which they are registered. There is no "University excuse" for absence from class. Each school and college has its own policy on excused absences. A student whose participation in athletics or other recognized extracurricular activities requires occasional absence from the campus may present an appropriate letter attesting that the proposed absence is in connection with a recognized activity.

The University Senate has passed a resolution recommending that students not be penalized for the observance of religious holidays and that they be permitted to make up classes, exercises, and examinations missed on such holidays.

The right to excuse a student from class rests with the faculty member in charge of that class at all times except during the periods just before and just after Thanksgiving, Christmas, and spring vacations; excuses during those periods may be granted only by the school or college dean, secretary, or other authorized official. Penalties for unexcused absences are at the discretion of the individual faculty member.

By direction of the University Faculty, each faculty member and instructor has the special responsibility for maintaining the regular quality and content of instruction in classes held just before and just after University vacations. This responsibility prevails regardless of the number of students present in the classroom.

Cancellation of classes just before and just after Thanksgiving, Christmas, and spring vacations may be made only with the approval of the dean of the school or college concerned.

COMMENCEMENT

Members of the Faculty are encouraged to participate in Commencement exercises. The traditional ceremony is very simple. An academic procession forms on the Arts quadrangle and proceeds to Barton Hall. The president delivers the only address, and no honorary degrees are conferred. Each school or college presents diplomas on a separate occasion. The University maintains a supply of gowns, caps, and hoods for faculty who wish to borrow them for ceremonies on this campus or elsewhere. The wardrobe is maintained in G-18 Barton Hall.

AUDITING COURSES

University students may audit courses with the permission of the instructor but (at present) no official record is made of the audit. Under special circumstances persons enrolled in the Division of Summer Session and Extramural Courses may register as auditors and receive the symbol "V" on their official academic record if the instructor feels they have earned this recognition.

As this Handbook is published, a change in policy is under consideration. At a later date, students may be required to register in courses to which they have been admitted as auditors.

UNIVERSITY GUIDANCE AND TESTING CENTER

The University Guidance and Testing Center, 203 Barnes Hall, performs four major functions:

1. Testing and counseling Cornell students referred to it because of *(a)* academic difficulties, *(b)* difficulty in selecting a major, *(c)* questioning current major or choice of college, or *(d)* a desire to identify possible career alternatives.
2. Serving as the authorized center for administering national examinations from the Educational Testing Service and the Psychological Corporation (e.g., Graduate Record Exam, Miller Analogies, Business Aptitudes, Dental Aptitude, Veterinary Aptitude, College Board Language Exams, etc.).
3. Maintaining an up-to-date and comprehensive library of tests which Cornell professors and graduate students may consult for purposes of research and/or instruction.
4. Scoring prelims, final exams, and research questionnaires (this includes making item analyses when requested).

TUTORING

No member of the instructional staff, including assistants, may engage, for his own profit or gain, in tutoring a student in a University course taught by himself or by colleagues in his department.

University buildings or equipment are not to be used by any member of the instructional staff for tutoring for profit.

SURVEYS AND QUESTIONNAIRES

The Office of the Dean of Students should be notified in advance of any questionnaire or survey to which students will be asked to respond. Such notification should be forwarded whether the survey is conducted by students as a course requirement or by a student or a member of the faculty in connection with his own research. Any questionnaire circulated to students should contain information identifying its source and purpose.

Concern for the protection of the rights of privacy and a respect for human dignity are essential considerations in programs of data collection through surveys and questionnaires. Cornell's policy with regard to the potential conflict between these individual rights and society's rights of inquiry are discussed on page 67.

CLASSIFIED RESEARCH

It is Cornell policy that the results of research carried out by Cornell students and faculty shall be freely accessible to all interested scholars. As a specific component of this policy, all graduate research shall be carried out in an unrestricted environment, and the resulting theses shall be available in the open literature. This policy reflects the conviction of the Cornell faculty that the essence of a university is the acquisition and dissemination of knowledge and that these are processes which flourish best in an atmosphere of free exchange of ideas and information. As a consequence, the Cornell policy of open research precludes the carrying out on its academic campuses of classified research, where the word "classified" is used in the government security sense.

This policy does not imply the restriction of a Cornell faculty member's doing work individually, on a consulting basis, with governmental agencies and other sponsors on classified matters. Such consulting arrangements will necessarily be developed on an individual basis and should, of course, be in accord with

general Cornell policies on consulting (See page 42). They cannot involve receipt and storage of classified documents on the University campus. Assistance on security matters is, however, offered by the associate director of the Office of Academic Funding, who also serves as University security officer.

Further details on Cornell's policy on classified research and the handling of classified material are to be found in the *Manual of Policies and Procedures for Sponsored Projects.*

SPONSORED RESEARCH

A faculty member interested in seeking research support from government agencies, foundations, industry, or other outside sources should consult with his department head and dean concerning the proposed project. The Office of Academic Funding provides guidance in the formulation of proposals and submits them to sponsors.

Current policies, procedures, and regulations concerning sponsored research are found in the *Manual of Policies and Procedures for Sponsored Projects,* copies of which have been supplied to the offices of deans and department chairmen.

The Cornell Research Grants Committee, whose chairman is the vice president for research, administers a program of small grants for faculty research. It is the policy of this Committee to make grants primarily to younger faculty members.

RESEARCH INVOLVING HUMAN SUBJECTS

A specific Cornell policy applies to all research and teaching with humans as subjects of study. The policy is designed to safeguard the health and rights of the subjects, but it also supplies protection to the Cornell investigators. Copies of the policy were forwarded to all faculty members in April 1971 and the dean of the Faculty can supply additional copies. The policy also appears in the *Manual of Policies and Procedures for Sponsored Projects.*

The policy requires that all experimentation with human subjects be under the supervision of a Cornell faculty member. It places primary responsibility for the well-being of the subject with the supervising faculty member but recognizes an additional broad University responsibility. The faculty member, in conjunction with the chairman of his department or the director of his center, is required to give explicit consideration to all possible hazards in developing plans for any use of human subjects. If

there is any possibility of harm, the faculty member should take his proposed project to the University Committee on Human Subjects for their review. This Committee normally appoints an ad hoc subcommittee to consider the proposal and, on the basis of the recommendation of this ad hoc subcommittee, rules on the acceptability of the project as proposed.

VII

Campus Facilities and Services

LIBRARIES

The University library system consists of two central libraries and a number of school, college, and departmental libraries. The total collection includes approximately four million volumes, plus rare books, manuscripts, regional and University archives, and documents.

The two central libraries are the John M. Olin Library, designed primarily for faculty and graduate research, and the Uris Library for undergraduates. The following special collections are found in Olin Library: Rare Book Department; Department of Maps, Microtexts, and Newspapers; Wason Collection; Icelandic Collection; Collection of Regional History and University Archives; History of Science Collections of books and scientific tools; and Human Relations Area Files containing reproductions of material on world cultures.

Uris Library contains an open-stack book and periodical collection geared to undergraduates in liberal arts. A collection of tapes and phonograph recordings of poetry, drama, speech, and prose literature is housed in the listening rooms, which have forty stations for individual or group listening.

The Albert R. Mann Library's book and periodical collection covers the subject areas of agriculture, home economics, biological sciences and technology, and education. Many New York

State records and maps are housed there. Special collections include the Everett Franklin Phillips Beekeeping Library, the James E. Rice Memorial Poultry Library, and the Bailey Hortorium Library.

The Business and Public Administration Library, in Malott Hall, contains, in addition to appropriate books, a collection of United States corporation and company reports, plus information on the internal policy and organization of the enterprises.

The Engineering Library in Carpenter Hall holds, in addition to technical books and journals, a file of British and United States patents, the Emil Kuichling Library of Sanitary Engineering, all Atomic Energy Commission reports and some foreign atomic energy documents, and an informal browsing library of books in the humanities and social sciences.

The Fine Arts Library, under the dome in Sibley Hall, serves the University's interests in art, architecture, art history, and urban and regional planning. It houses the Andrew Dickson White architectural collection and a collection of books, pamphlets, and maps relating to city and regional planning, as well as books on art and architecture.

The Hotel Administration Library in Statler Hall contains material on all aspects of the hotel industry. Special collections include the rare books of Vehling and Herndon, as well as the complete banquet menu file of Oscar of the Waldorf and menus from all over the world.

The Industrial and Labor Relations Library, in the east wing of Ives Hall, holds books covering collective bargaining, human relations in industry, labor union history and administration, labor law and legislation, and related topics. The Labor-Management Documentation Center contains publications and original records from government agencies, trade unions, corporations, trade associations, and arbitrators.

The Law Library houses reports of federal and state courts and of British courts, as well as complete sets of all legal periodicals published in English. The library is a repository for the records and briefs of the United States Supreme Court and the New York Court of Appeals.

The Nutrition Library holds material on nutrition and biochemistry, in addition to special collections on the world food situation and the nutrition status of various countries.

The Veterinary Library contains books, periodicals, and other material pertaining to veterinary and human medicine and other biological sciences.

The following departmental collections are located in campus buildings: Barnes Library of religious material, Anabel Taylor Hall; Browsing Library of nontechnical books, Cornelliana, periodicals, and newspapers, Willard Straight Hall; Entomology Library, Comstock Hall; Mathematics Library, White Hall; Music Library of books, phonograph records, and musical scores, Lincoln Hall; Physical Sciences Library, Clark Hall; Africana Collection, Africana Studies and Research Center.

A handbook outlining the services and basic policies of the library system and the location and arrangement of books is available to faculty members and graduate students at the administrative office on the second floor of Olin Library and at the service desks of the other libraries.

LIBRARY POLICIES

The Union Catalog in Olin Library lists the holdings of all libraries on campus. In addition, each college or departmental library has its own catalog. Books are classified under the Library of Congress system.

Books are generally represented in the Union Catalog by a complete set of cards under author, subject, and other relevant headings. If the book is held by more than one library, cards for those libraries' holdings will be found only under the author entry. Books acquired before 1948 by the Mann and Industrial and Labor Relations Libraries and all books in the Veterinary and Law Libraries are represented only by author cards.

The Serials Catalog in Olin Library records most of the periodical and serial publications held by the various campus libraries.

Any problems in locating a reference should be taken to a member of the Reference Department staff.

Lending policies in University Libraries are liberal and relatively uniform. The circulation desk of each library will explain that library's lending policy. If a faculty member desires a book that is being used by someone else, he may request the circulation desk to hold it for him when it is returned. He will be notified when it is available and should pick it up within four or five days.

Faculty members may check out books that are not on reserve for extended periods, providing the books are returned, or renewed, at times stipulated by the library. Books held for extended periods must be returned within three days on special request from the library, usually to accommodate another borrower.

Failure to return a book by the specified date will subject the borrower to a standard schedule of fines for overdue books.

All libraries except Olin and Mann have book stacks open to all students and faculty. Faculty members may gain access to the stacks in Olin and Mann by showing their identification cards. They may obtain books by going to the stacks or by requesting them through a call-card system at the circulation desks.

Graduate students with identification cards may use them to obtain access to the stacks; other students may obtain stack passes for Olin by application at the circulation desk, and for Mann by application to their department heads.

Requests for the delivery of books from any campus library may be submitted at the circulation desks of the Olin, Mann, Industrial and Labor Relations, or Veterinary Libraries. The books will be delivered at one of the above four libraries, according to the faculty member's specification. Books belonging to any library may be returned through any other library.

Books and periodicals not found in campus libraries may be borrowed through interlibrary loan if needed for faculty research or graduate student theses. Material may not be borrowed through this service for class, term paper, or seminar use.

Interlibrary loans for departments in all endowed schools and colleges except the Law School are arranged by the Reference Department of Olin Library. Loans for the Colleges of Agriculture and Life Sciences, and Human Ecology are arranged by Mann Library. Loans for the Law School, Veterinary College, and the School of Industrial and Labor Relations are arranged through their respective libraries.

Some libraries ask the borrower to share the transportation and insurance costs incurred in interlibrary loans.

Books can be put on reserve by filling out, six weeks before the books are needed, a special book-list form available at the reserve desks in Uris and Mann Libraries and at the service desks in other libraries.

Olin Library contains ninety-nine faculty studies available for use by faculty members working on projects requiring the use of the Library facilities. Because of the demand for the studies, they may be used only for library research, not for conferences. Assignments are made for the term on the basis of applications made at the administration office; renewals are possible.

The libraries order books upon the recommendation of faculty members; recommendations are usually submitted through the

appropriate committee in the member's department but may be made directly to the library. The libraries also take independent action to maintain their book collections by purchasing new works, basic journals, and other materials.

ARCHIVES

The University Archives is a section of the general manuscript collections in the Olin Library and contains the official records of the University, its schools, colleges, and departments. In the form of letters, minutes, photographs, tapes, and motion pictures they also have extensive information on professors and their careers, student affairs, sports, alumni activities, and the general involvement of the University in world events. Faculty members are invited to make use of this service both for research and for the preservation of their papers.

Faculty papers may relate to official University affairs or to a particular discipline; they may represent the humanities or the sciences. In any case, the University expresses an interest in this information through its Archives. The staff of the Archives is prepared to place the material in historical perspective and to arrange for its care or disposition to meet current space needs or preparatory to a faculty member's retirement or his leaving the University. A large quantity of other manuscript materials is also available for use in the division.

CAMPUS STORE

The Campus Store is owned and operated by the University. Its policies are set by the University Senate and are carried out by a general manager, who is appointed by and directly responsible to an administrative board consisting of two members of the Senate Subcommittee on the Campus Store, the vice president for campus affairs, and four other members appointed by him from among the faculty, students, and administration.

The chief aim of the Store is to serve the community as a bookstore, as well as a purveyor of textbooks, stationery, office supplies, cameras, radios, records, haberdashery, gifts, and toilet articles. Suggestions for improving its operation should be addressed to the manager, and copies of such communications sent to the vice president for campus affairs, 313 Day Hall.

To inform the Store of the titles of books to be used in their courses, faculty members should use the forms supplied by the Store. Copies of these forms are sent by the Store to other stores

in the community that sell textbooks. Faculty policy forbids restricting the release of textbook lists in any way that would impair free competition among local dealers. Deadlines for submitting text lists are August 1 for fall term, January 1 for spring term, and May 15 for Summer Session. Orders for books from foreign publishers should be placed at least a month in advance of these dates. By informing the Store well before the end of the term of the texts to be used in the following term, faculty members will enable the Store to buy used copies of these books from students at prices higher than can be paid for books that will not be used at Cornell in the immediate future.

COMPUTING CENTER

The Office of Computer Services (OCS) operates an IBM 360 Model 65 computing system for the use of faculty, staff, and students. Although the central computer is at Langmuir Laboratory at the Cornell Research Park, it is directly accessible through terminals at various places on campus. The primary terminals are satellite computers, located in computing laboratories in Upson, Clark, and Warren Halls, but individual teletypewriter terminals are also available where required.

In most cases, faculty and students do their own programming, with such technical assistance as is required from OCS staff. There are charges of various kinds for computer usage, but these do not work to prevent access to the computer. Cornell funds are available for instructional use and, in some cases, for research use where external support is not available.

The Upson Hall Computing Laboratory is the principal on-campus location for the Office of Computer Services and the point to which inquiries should be directed.

LIFE SAFETY

The Life Safety Services Department is responsible for the safety of faculty, staff, students, and visitors.

Representatives of the Department inspect all buildings, laboratories, and shops for safety and fire protection, and monitor all facilities using radioactive material and provide for disposal of all radioactive matter.

The Department also administers a burial ground for dangerous chemicals and volatile material.

In accordance with applicable provisions of the New York

State law, the Department administers the University eye protection and safety shoe program.

LOST AND FOUND

The central lost and found office, operated by the Safety Division, is in G2 Barton Hall and is open from 3:00 to 5:00 p.m., Monday through Friday.

PARKING

Subject to continuing evolution, regulations for parking may be summarized as follows.

To park on University roads or in University lots, it is necessary to procure the proper permit. The permit is obtained from the Traffic Bureau, located in Barton Hall. There is no fee for permits to park in peripheral lots. Shuttle buses carry passengers between these lots and the inner campus, without charge. Permits for parking spaces closer to the central campus involve graduated fees, depending on location.

An individual who comes to the campus as a lecturer, critic, consultant, etc., may be issued a visitor permit. The permit is not issued to those attending conferences.

Special lots, served by special buses, are reserved for visitors who have arranged to attend scheduled conferences on campus. Conference permits must be obtained through the Traffic Bureau. A limited number of metered spaces are available near Barton Hall and Sage Graduate Center for visitors who have not made arrangements in advance.

An objective of the parking regulations is to eliminate all through traffic from the roadways of the inner campus. Entry is restricted to three points on campus where guards permit only those with proper permits to pass.

Those who park improperly will receive a summons from the Campus Patrol, and are subject to fines. A summons should be taken personally to the Traffic Bureau. The Campus Patrol has the authority to summon tow trucks to remove illegally parked cars at the owner's expense.

CAMPUS BUS SERVICE

A Campus Bus Service is operated Monday through Friday. Buses run between parking lot "A" on Jessup Road on the north side of the campus through the center of the campus to lot "B" near the Veterinary College. There are eight scheduled stops

along the route. Service is on a fifteen-minute schedule from 7 a.m. to 7 p.m., with five-minute intervals during peak periods.

In addition, the public bus service operated by the City of Ithaca passes through the campus, with stops between Cascadilla and Triphammer bridges.

TRAVEL OFFICE

The University Travel Office makes reservations and issues tickets for commercial air travel and railroad service for all official and related trips. Travel Request Forms must be filed at least a week before the intended trip. Reservations are made for the class of service consistent with University policy, and tickets are prepared and issued two days before the intended trip.

Courtesy cards for the Hertz Corporation and ITT Avis, Incorporated, are issued to identify the traveler as eligible to obtain the University's discount, but they are cash cards and not to be used for charging car rental. Air travel credit cards are issued with the prior approval of the controller.

All ticket charges are billed to individual accounts through the respective business offices of the endowed and statutory colleges.

TELEPHONE SYSTEM

The Cornell telephone system provides direct inward dialing; any number beginning with 256 (or AR6) is a Cornell extension and can be reached from another extension by dialing the last five digits. Persons calling from elsewhere can dial a Cornell extension directly by dialing 256 plus the extension number. From a campus telephone, a person wishing to call outside the system should dial 9 and then dial the desired number.

The *Directory of Staff*, published every fall, lists Cornell extensions and home telephones of all employees and provides instructions for direct dialing of local and long distance calls. Toll calls not on University business should be charged to home numbers to simplify bookkeeping.

PURCHASING DEPARTMENT

The Purchasing Department is responsible for the procurement of all equipment, supplies, and services required for departmental use and paid for by University funds.

Items which are not available from one of the Stores or the

Typewriter and Instrument Repair Service, as described below, should be ordered by submitting a requisition form to the Purchasing Department. The Purchasing Department will establish the price and select the source for items as specified by the ordering department. Copies of all formal orders issued by Purchasing are sent to the ordering department. Expediting, claims for damaged shipments, capital-equipment inventory control, and invoice processing are handled by the Purchasing Department.

Solicitation of faculty members by salesmen is permitted only after the salesman has been cleared by the Purchasing Department. Salesmen are not to take orders directly from faculty members, unless prior approval has been obtained from the Purchasing Department, and are not authorized to handle departmental requisitions.

GENERAL SERVICES DIVISION

General and Scientific Stores. General Stores, now combined with Scientific Stores, stocks approximately seventeen thousand items, including office supplies and furniture and maintenance and operating supplies, chemicals, laboratory glassware and supplies, and electronic supplies and equipment.

Supplies may be requisitioned by a written memorandum, by telephone, or by calling at the various Stores. All sales are charged to a University account number, and bills are summarized and charged monthly. Deliveries are made on a 24-hour schedule to all University buildings, but emergency purchases and small items may be issued over the counter.

In addition to supplying stock items, General Stores provides departments with Cornell University Short-Order Forms, which may be used with several local stores, laboratory apparatus and chemical suppliers, and electronic component suppliers to obtain required items costing up to $100.00. Charges incurred through the use of these forms are billed monthly.

Typewriter and Instrument Repair Division. Typewriter and Instrument Repair Division stocks, leases, and sells to departments, typewriters, adding machines, cassette tape recorders and transcribers, printing calculators, and dictating equipment. In addition to servicing the items sold, the Division also services Thermofax machines, daters, and electronic apparatus. A catalog of services and stock items on hand is available either at General Stores or the Purchasing Department.

Furniture Repair Shop. The Furniture Repair Shop offers to all departments its services in the repair and rebuilding, refinishing, and reupholstery of furniture, and related jobs.

Laundry. The Laundry has lab coats, work clothes, and uniforms for sale or rent and can fill the need for cleaning rags. Also available to all departments is laundry service for lab coats, uniforms, work clothes, etc.

PRINTING, ADDRESSING, MAILING, AND DUPLICATING

Graphic Arts Services, 117 Day Hall, has the responsibility for furnishing printing, duplicating, addressing, mailing, and copying for offices without these services in their own departments.

The Print Shop and the Addressograph and Mailing Room are both located in the Graphic Arts Services Building on Dryden Road. Addressograph and Mailing provides such services as the automatic stuffing and sealing of envelopes, addressing from computer print-outs or addressograph plates, metering, etc. The following services are available to departments at the Print Shop; multilithing, offset printing, typesetting, letterpress printing, plastic and perfect binding, punching, folding, and copy preparation services.

Duplicating Services, B–59 Day Hall, provides multilithing, mimeographing, copying on Xerox 4000 and Xerox 3600 III, collating, folding, and stapling for Cornell departments. Production of copies for theses is a service of this office.

The staff in the Graphic Arts Services office is available not only for advice and estimates on printing, but also on duplicating equipment, copying machines, postage meters and postal problems, and other items relating to the graphic arts.

PHOTO SCIENCE STUDIOS

The Photo Science Studios provide all types of photography, including aerial photographs, portraits, passport photos, and movies. In addition, many copying services, including Xerox prints from microfilm negatives, microfilming, duplication of color and black and white slides, and all color services, are available. Drafting services for charts and graphs are furnished. Movie and slide projectors may be rented. Mira Code, a high-speed retrieval system for microfilm, is also available.

CORNELL UNIVERSITY PRESS

Cornell University Press, founded by Andrew D. White in 1869, was the first university publishing enterprise in the United States. With more than seven hundred titles in print, a current program of seventy-five to one hundred titles a year, and a staff of forty-five persons, the Press is one of the ten largest university presses in the country. The Press publishes both monographs and scholarly works of interest to nonspecialist readers. Cornell Paperbacks, launched in 1955, became the first paperback series published by an American university press. Approximately one-third of the Press's books are written by authors with Cornell affiliations; most of the others are written by scholars from other universities. A Board of Editors, composed of faculty members appointed by the president to represent the humanities, social sciences, natural sciences, and professions, accepts manuscripts for publication on recommendation from the Press.

In its offices at 122–124 Roberts Place, the Press carries on a complete book publishing operation. Authors are commissioned to write books, manuscripts are evaluated and edited, and books are designed. Printing is done by various commercial firms; the Press itself does no printing. After publication the Press's books are advertised and sold by its own staff. Authors are usually paid on a royalty basis; subsidies from authors are not accepted. The Press is a not-for-profit, self-supporting operation.

The Press operates a subsidiary company, Cornell University Press Ltd., of London, to market its books in the United Kingdom, Europe, the Middle East, and Africa.

Comstock Publishing Associates, an imprint of the Press, is used on books in veterinary medicine and on certain books in the biological sciences.

UNIVERSITY PUBLICATIONS

The Office of University Publications provides professional assistance in the planning, editing, designing, producing, and distributing of printed materials. The Office is responsible for determining the suitability of matter appearing in publications bearing the University imprint.

Cornell University *Announcements*, brochures, posters, booklets, and informational folders are published by the Office for the various academic and administrative divisions and departments. Consultation is available to schools and offices contemplating the development of new publications. Cost estimates,

information for budget planning, and assistance in determining formats is available to all Cornell divisions. Those seeking information should call the Director of University Publications, Sheldon Court, 420 College Avenue.

UNIVERSITY DEVELOPMENT

This office coordinates all University efforts to secure funding from all private sources including philanthropic foundations, businesses, industries, and individuals. Within the Development Office, the director of Foundation Relations and the director of Corporate Relations have extensive background information on sources for private support, and are responsible for the preparation of follow-up proposals involving funding from such sources. The director of Estate Affairs has the responsibility for encouraging deferred gifts to the University. The Development Office also manages the Cornell Fund, the annual campaign for unrestricted gifts from alumni, parents, and friends; and it prepares and coordinates all campaigns for capital gifts.

PUBLIC INFORMATION

The Office of Public Information is responsible for providing news and feature material about the University to newspapers, magazines, and radio and television stations. It deals with news media on local, state, and national levels. The office includes an editorial services section, a radio-television section, and an office of visual services for the planning, production, and use of photography.

In addition to working with outside news media, the Office of Public Information is responsible for communications within the Cornell community. It produces *Cornell Chronicle*, a newspaper published weekly for staff, faculty, and students on the Ithaca, Geneva, and New York City campuses. It also publishes *Cornell Reports*, which is sent eight times a year to Cornell alumni in the continental United States and is intended to provide a comprehensive description of activities and current events at Cornell.

Members of the faculty are encouraged to direct newsworthy items to the attention of the Office of Public Information or to ask for the assistance of the Public Information staff when approached by members of the news media.

COUNSELING

Each school and college has its own system for the counseling of students in academic matters by faculty members. The Dean of Students office and other agencies counsel students in other aspects of their University life. Students often are referred by faculty members or by the Dean of Students staff to one of a number of specialized counseling services on campus. In addition, students often approach one of the following directly.

International Student Office. The International Student Office, 200 Barnes Hall, assists foreign students with visa and passport problems, housing, and orientation to the University and American life.

Gannett Medical Clinic. Medical advice and treatment for students is available at the Gannett Medical Clinic. Hospital care is provided for students at Sage Infirmary.

Mental Health Clinic. The Mental Health Clinic counsels students with emotional and psychological problems.

Office of Scholarships and Financial Aid. The Office of Scholarships and Financial Aid, Day Hall, administers scholarships, loans, and grants-in-aid and assists students in finding part-time campus employment.

Guidance and Testing Center. Students experiencing academic difficulty or confusion about choice of major or long-term career goals may consult with or be referred by faculty or staff to the Guidance and Testing Center, 203 Barnes Hall, for testing and counseling. A $25.00 fee is charged for testing. Owing to the demands on the Center's limited staff, counseling and testing are limited to University students.

Career, Summer Plans, and Placement Center. This office, at 14 East Avenue, counsels students on career opportunities, assists students in making their plans for the summer or in finding summer employment, and arranges interviews for students seeking permanent jobs when they leave the University (See page 89).

Reading-Study Center. The Reading-Study Center in Olin Hall assists students who wish to improve their reading and study habits. Five-week and three-week noncredit courses are offered.

University Religious Affairs. The coordinator and chaplains are available to the Cornell community for personal counseling, whether of a general, religious, or crisis nature, day or night.

Committee on Special Education Projects Office (COSEP). This office, located at 200 Barnes Hall, coordinates counseling efforts for COSEP-identified minority students.

CORNELL CHRONICLE

Cornell Chronicle, the official weekly of record for Cornell University, is published by the Office of Public Information, with editorial offices at 105 Day Hall.

The purpose of the *Chronicle*, as stated on page one of its first issue (September 25, 1969), is "to provide official information, important to its readers as members of the University, but not readily available through existing communications channels."

The *Chronicle* is a weekly tabloid newspaper published some thirty-six times a calendar year. It is distributed, for the most part by bulk distribution, to some 15,000 students, faculty, and staff on campus, and it is sent via parcel delivery service to the Cornell Medical College and the School of Nursing in New York City, and to the New York State Agricultural Experiment Station at Geneva, New York.

Incorporated into the *Chronicle* is the Bulletin of the Faculty, the editorial jurisdiction over which is assigned to the secretary of the University Faculty. Any material intended for publication in the Bulletin of the Faculty should be referred to the secretary or the dean of the Faculty.

RUMOR CLINIC

In past times of uncertainty on campus, a rumor clinic was established to receive inquiries and to procure and disseminate facts, by telephone. The office of the ombudsman will activate a rumor clinic at the request of the president whenever a need is seen. The clinic is staffed by volunteers, under the supervision of the ombudsman. They answer calls, determine the facts, and return the calls as expeditiously as possible.

The telephone number is announced by various news media at the time of activation.

FACULTY MAILING LIST

The faculty mailing list is represented by addressograph plates that may be used only for mailings approved by the dean of the Faculty. It is not available for commercial use. Requests to use the faculty mailing list will be approved only when the cost for addressing envelopes or stickers is charged to a regular University account, and is thereby certified to be University business by the custodian of that account. Inquiries should be directed to the dean's office, telephone 6–4843. Solicitations for funds

for non-University purposes or appeals for political action are excluded from the campus mailing system.

MESSENGER SERVICE

All intra-University mail, involving official University business between departments and staff, except books, cash, and negotiable papers, may be sent via the University Messenger Service. Special envelopes used by the Messenger Service may be obtained from General Stores. Messengers make pickups and deliveries by truck twice daily at most University buildings. This service is not available for private or other non-University use.

POST OFFICES

Post Office substations are located in Barnes Hall and in Roberts Hall.

Insufficiently or incorrectly addressed mail is sent to the Day Hall Mail Room by the Post Office service for forwarding on campus. A faculty or staff member who is not listed in the *Directory of Staff* should send his name and mailing address to the Day Hall Mail Room, where it will be used as a reference aid.

CULTURAL EVENTS

A variety of musical and dramatic performances and many public lectures take place on campus each year.

The Faculty Committee on Music arranges two concert series annually. The Bailey Hall series, consisting of six concerts, brings eminent artists and musical groups to Bailey Hall. The Statler series of four concerts is held in Alice Statler Auditorium. Series tickets may be ordered by application at the Department of Music ticket office, 120 Lincoln Hall. Other special musical events are sponsored by the Faculty Committee throughout the year.

Free concerts on Sundays at 4:00 p.m. and most Mondays at 4:30 p.m. include performances by students, the Department of Music faculty, University musical organizations, and occasional guest artists. These concerts are sponsored by the Department of Music.

The Department of Theatre Arts annually presents a series of major dramatic productions. The choice of plays ranges from the standards of the classic repertory through the contemporary and the experimental. Studio productions of an equally wide variety are also presented during the year.

Several dance performances are given each year by student and faculty groups which are part of the dance program co-sponsored by Theatre Arts and Physical Education. Occasional performances by professional touring companies are also sponsored by the dance faculty in collaboration with other departments.

The Committee on University Lectures sponsors numerous individual University Lectures by national and international authorities throughout the year. In addition, it sponsors, each semester, a series called the Messenger Lectures, in which an outstanding scholar deals with an important subject in depth.

MUSEUM OF ART AND GALLERIES

The Andrew Dickson White Museum of Art, centrally located in the building which for many years was the president's house, is the focal point for the exhibition of art on campus. Throughout the year it holds exhibitions from its permanent collections, as well as having traveling shows and special group and one-man shows. A faculty group exhibit is held each spring.

The museum is open during the academic year from 11:00 a.m. to 5:00 p.m. Tuesday through Saturday and from 1:00 to 5:00 p.m. Sunday. During the Summer Session it is open from 11:00 a.m. to 4:30 p.m. Tuesday through Saturday and from 2:30 to 4:30 p.m. Sunday. The museum is closed Monday throughout the year.

Other exhibitions of painting, sculpture, graphic arts, and crafts, including student work, are held almost continuously during the academic year in the Willard Straight Art Room, Franklin Hall Gallery, Sibley Dome, Martha Van Rensselaer Gallery, and Risley College.

A new art museum, the Herbert F. Johnson Museum of Art, is being constructed near the northwest corner of the Arts Quadrangle.

DINING SERVICES

Faculty members are most welcome to use the campus dining facilities. There are cafeterias in Willard Straight Hall, Hughes Hall, Noyes Center, Sage Graduate Center, Noyes Lodge, Martha Van Rensselaer Hall, North Campus Union, and Stocking Hall. Private dining rooms are available in Willard Straight Hall and Hughes Hall, and at the Statler Club.

The dining rooms of Statler Inn may be used by members of

the Statler Club or their families, except that only members may use the rathskeller at luncheon on weekdays.

UNIVERSITY UNIONS

There are three unions at Cornell: Williard Straight Hall, which has served student needs since 1925; the Agnes and Jansen Noyes Center, which was opened in the fall of 1967; and the North Campus Union, opened in 1971.

Willard Straight Hall serves as a campus gathering point and a center for social, cultural, and recreational activities for all Cornell students. It has facilities for dances, receptions, and other social gatherings; a theatre; a billiard and game room; a browsing library; lounges; a music room; a room for the exhibition of works of art; a pottery center; dark rooms; a barber shop; and offices and meeting rooms for student organizations. Among the many special services available for students are a central ticket office, a painting and phonograph records rental service, and a central room reservations office for campus facilities. The Straight desk is a unique service center where newspapers, magazines, and sundries are sold. Checks up to $25 may be cashed there. The desk is manned seventeen hours a day and offers an information service with a long tradition of finding the answer to any question about Cornell. Dining services include a cafeteria, a snack bar (the Ivy Room), and rooms for private luncheons and dinners.

Noyes Center was made possible through the generosity of Agnes and Jansen Noyes. It provides facilities and activity areas, not unlike those at the Straight, for members of the Cornell community, including a cafeteria, study lounges, meeting rooms, a music listening room, an exercise area, a game room with table tennis and billiards, a television lounge, a pub serving beer and wine, and an information and service desk selling sundries, newspapers, and magazines.

The North Campus Union is in the new residence-hall complex located between Pleasant Grove Avenue and North Triphammer Road. Facilities include a mail center; a pick-up area for laundry, dry cleaning, and shoe repair; a store that sells toilet articles, school supplies, gift items, cards, records, etc.; an art/craft studio; photographic darkrooms; television lounges; a recreation area with billiards and table tennis; a music listening room; browsing lounges; a multipurpose room; meeting rooms and

offices for student organizations; music practice rooms; a nursery school; a cafeteria; private dining rooms; and a delicatessen.

The programs and activities available to students for extracurricular recreation and learning through University Unions are of primary importance. They are planned by students, faculty, and staff who are members of the Executive Board of University Unions or one of its numerous committees and clubs, in the case of Willard Straight Hall, or the Dormitory Area Council, in the case of Noyes Center. A similar board will be organized for the new North Campus Union, drawing upon its immediate constituency. The University Unions staff includes the University's central coordinators for cinema, concerts, and reservations.

As members of the Cornell community, the faculty and staff are entitled to use the public facilities and to attend public events in Union buildings. In order to use other facilities and services such as check cashing, craft rooms, dark rooms, game rooms, etc., faculty and staff must purchase an annual resident membership. These can be obtained in the director's office in Willard Straight Hall for $5.00 per year. (It should be noted that every Cornell student pays a fee to support University Union facilities and services.)

BIG RED BARN

The Big Red Barn serves the University as a social center and is open several times during the year for planned alumni activities. It is also used on special occasions by the Cornell administration and faculty for official University entertaining in connection with conference groups. Faculty groups may call the central reservation secretary in Willard Straight Hall to schedule use of the facility. The Barn, formerly Andrew Dickson White's carriage house, stands directly behind the White Museum of Art; it can be reached from either the Museum driveway or the Bailey Hall parking lot.

STATLER CLUB

The Statler Club is essentially a faculty club, although membership is also open to exempt nonacademic employees of the University, to alumni, and to friends of Cornell. Active membership, which carries the right to vote, is restricted to members of the University faculty and the University's Board of Trustees.

The Club offers its members lounges, reading facilities, and dining service in the main dining room and a rathskeller. Re-

ceptions for visiting artists and speakers, dances, parties, and bridge tournaments are held throughout the year. Membership for faculty members is available through application. Dues range from $15.00 per term for instructors and exempt nonacademic staff to $20.00 for full professors. The Club is located in Statler Hall and serves as a laboratory for students in the School of Hotel Administration.

The Club is a separate membership corporation. Its physical facilities and dining services are provided by the University's School of Hotel Administration by agreement with the Club.

ALUMNI HOUSE

Alumni House at 626 Thurston Avenue is the University alumni center. It houses the Office of Alumni Affairs, Alumni Records, and the *Cornell Alumni News*. The house is located directly across Triphammer Bridge from the campus, next to Noyes Lodge.

SCHEDULING OF PUBLIC EVENTS

Dates of public events are arranged through the central reservations secretary in Willard Straight Hall, telephone 6–3513. Arrangements should be made as far in advance as possible. When scheduling conflicts arise, they are resolved by the University Senate through its subcommittee on Organizations and Public Events or by the Organization and Activities Review Committee (OARC), depending on the nature and seriousness of the conflict.

SCHEDULING OF CONFERENCES

The conference coordinator's office will be located at the North Campus Student Center, telephone 6–6290. The office will schedule and make arrangements for all conferences on campus.

RELIGIOUS SERVICES

On July 1, 1971, three new structures replaced Cornell United Religious Work (CURW), which had served the campus since 1929. They are described below.

The Office for Coordination of University Religious Affairs, located in Anabel Taylor Hall, provides an information and referral service for all members of the Cornell community with regard to religious counseling, programs, projects, and times and places of religious services on campus and in the Ithaca area.

The telephone number is 6-4214. Faculty members and their families are invited to utilize and/or participate in these services without regard to religious affiliation.

The Council of Federated Ministries, representing seventeen religious groups, has a staff of twelve chaplains appointed and supported by their respective judicatories. Most of these groups have offices in Anabel Taylor Hall. The major cooperative program financed and directed by the Council is CIVITAS (Cornell-Ithaca-Volunteers-in-Training-and-Service), involving students in individual and team projects of social responsibility.

The Centre for Religion, Ethics, and Social Policy is a new independent institution with offices in Anabel Taylor Hall. Its research and action programs are open to all on campus. Pressing social questions and their impact on the populace in the Ithaca area and beyond are matters of special concern to the Centre. Faculty members may wish to become involved in the Centre's programs, vocationally or avocationally.

Sage Chapel Convocations are held each Sunday at 11:00 a.m. when the University is in session. These are nondenominational gatherings, with visiting speakers of many denominations and faiths. The Senate Subcommittee on Religious Affairs has responsibility for the Convocations, which are administered by the Religious Affairs Office. The hundred-voice Sage Chapel Choir is heard each Sunday at the Convocations.

PHYSICAL RECREATION FACILITIES

The University's eighteen-hole golf course is open to faculty members on payment of greens fees or an annual membership fee. A driving range and putting course are also located at the golf course site on Warren Road.

Indoor swimming pools are located in Teagle and Helen Newman Halls. Family swimming is scheduled at certain times in both. At scheduled times, male faculty and staff members may swim at Teagle, and female faculty members may swim at the Helen Newman pool.

Other physical recreation facilities are available to men at Teagle Hall; other facilities at Helen Newman Hall are open to women and, at specified times, to mixed groups.

The Grumman squash and handball courts and the skating facilities in Lynah Hall are open for faculty use at scheduled times.

There are fees for use of Teagle and Helen Newman Halls,

as well as for use of the squash courts and bowling alleys. Tennis courts are open to all at no charge.

CAREER, SUMMER PLANS, AND PLACEMENT CENTER

The Career, Summer Plans, and Placement Center at 14 East Avenue aids students in finding full-time career jobs, primarily in business, government, and education. Equally important, the staff advises and counsels students as they plan and prepare for their futures through summer experiences that are vocationally and educationally significant. The Center also provides information about graduate schools, particularly when study relates to professional career plans. The Center has a library of graduate school, summer plans, and career information. It arranges interviews between students and employers, and between students and professional graduate school admissions officers. The Center sponsors several intern programs; the Cornell Public Affairs Intern Program, which offers practical experience in the government at the federal, state, and local levels; and similar student projects. A *Career Center Newsletter* is published monthly for students, faculty, and administration, listing fellowship and scholarship information; school and government examination dates; actual job listings for graduates and for summer employment; and much career-related information. Requests may be made to be placed on the mailing list.

BREAKDOWNS IN FACILITIES

Failures or breakdowns in electrical, water, or gas facilities, as well as fallen trees and wires, should be reported to the Department of Buildings and Properties by calling the following Cornell extensions:

Between 8:00 a.m. and 4:00 p.m., Buildings and Properties at 6–4739 (or 256–4739).

After hours or on Saturdays, Sundays, or holidays, 6–4322 (or 256–4322).

ACCIDENTS, FIRE, AND OTHER EMERGENCIES

Accidents, fires, and other emergencies on campus should be reported to the Department of Life Safety Services, 6–5211 (or 256–5211). The Department is open twenty-four hours every day. It will dispatch its own personnel to the scene and will summon additional assistance as needed.

SCRAP AND SALVAGE

In the statutory colleges, a department wishing to dispose of a piece of equipment sends a disposition report to the statutory college's finance and business office. That office notifies departments of all equipment not in use and transfers such equipment to departments that need it. The office also disposes of worn-out equipment.

In the endowed colleges, surplus or worn-out equipment is disposed of by submitting a Material Disposition Form through the department head to the Purchasing Department. That Department redistributes surplus equipment and sells worn equipment for scrap. The department releasing equipment is responsible for reporting the release.

FEDERAL CREDIT UNION

The saving and lending services of the University employees' Federal Credit Union are available to faculty members. The Credit Union makes personal loans to members on the borrower's signature up to a specific amount, and increased amounts on a secured loan are available within specified limits. The normal dividend rate on members' savings is more than 5 percent annually. The Credit Union is managed by officers elected by the membership. The University makes payroll deductions for savings and for loan repayment and furnishes the Credit Union with office space in the basement of Bailey Hall, where additional information may be obtained.

HOUSING INFORMATION

The University, with very few exceptions, is unable to provide living accommodations for faculty members. However, the Department of Housing Services, at its Day Hall office, provides a housing information service. Here may be found listings of available housing, including houses of professors on sabbatical leave. Faculty members are expected to make their own specific arrangements for housing. Because listings are constantly changing, the mailing of listings is impractical.

Rental family housing is scarce and of variable quality. Consequently, housing arrangements should be made in person and as far in advance of the beginning of the academic year as possible.

NURSERY SCHOOL

The Cornell Nursery School for three- and four-year-olds is a laboratory school conducted by the Department of Human Development and Family Studies in the New York State College of Human Ecology. The School enrolls about fifty children. The School follows the University calendar and is open from 9:00 a.m. to 12:00 noon and from 1:00 p.m. to 4:00 p.m. Applications for admission may be obtained at the School's office in the East Wing of Martha Van Rensselaer Hall.

INOCULATIONS

Faculty members may receive the inoculations necessary for foreign travel at the Gannett Medical Clinic; there is a charge for this service. Faculty members do not have access to the clinic for services other than emergency first aid.

VETERINARY SERVICES

The New York State Veterinary College operates clinics for both small and large animals. These clinics are located on the campus and the services are available to anyone at a moderate fee.

ATHLETIC TICKET BOOKS

A book containing coupons for all on-campus athletic events may be purchased at Teagle Hall. The coupons serve as general admission tickets for all events having unreserved seats. For varsity football games, a coupon must be exchanged for a reserved seat ticket in advance. Block reservations can be arranged before the season begins for groups of book-holders. Some coupons are exchangeable for tickets, at a reduced price, to varsity football games away from home, and one can be used in the same way for admission to the indoor Heptagonal Track Meet held in Barton Hall. At home hockey games, some seats are reserved for the season for those who pay an additional fee and surrender their general admission coupons. These reserved seats go on sale before the season begins, and the demand greatly exceeds the supply.

A full-time faculty member may purchase a second book for his wife (or her husband) at a reduced fee. Complimentary coupon books are offered to all emeritus professors.

CHECK CASHING

Those in urgent need of cash may be accommodated under certain circumstances. Those who are regular full-time employees with suitable identification can usually expect to cash Cornell checks, payable to them, at the Treasurer's Office, Day Hall, or at the Finance and Business Office in Mann Library building. Personal checks for reasonable sums, payable to Cornell University and drawn on personal accounts at local banks, may be cashed at these offices by regular full-time employees with proper identification. The Campus Store may cash personal checks for modest sums.

NONACADEMIC EMPLOYEES

The Office of University Personnel Services is responsible for all nonacademic employees, including supervisory, administrative, and professional employees. This includes recruiting, testing, and referring applicants to faculty members for interviews. The Office also establishes and maintains job classifications and salary ranges. Faculty members who wish to hire nonacademic personnel, review nonacademic classifications, or who have other questions concerning nonacademic employees, should consult the Office of University Personnel Services, B-12 Ives Hall. The telephone number is 6–3974.

Index

Absences and leaves of absence, 38
  applications for, 38
  fringe benefits, 39
Academic appointments, 26
Academic freedom and public statements, 45
Academic Funding, Office of, 28
  conflicts of interest, 43
Academic Integrity, Code of, 60
  academic fraud, 60
  distribution of code, 61
  hearing and appeals boards, 60
Accidents, fires, and other emergencies, 89
Acting professor, 14
  appointment and titles, 14
  retirement plans, 48
  tenure and appointment procedures, 35
Addressograph and Mailing, 78
Administration, the, 23
Administration, vice president for, 27
Admissions and Financial Aid, dean of University, 29
Admissions records (undergraduate), 30
Advisory councils, school and college, 32
Affirmative Action, Office of, 27, 35
Africana Studies and Research Center, 20
Alumni Affairs, 28
Alumni House, 87
Announcements, Cornell University, 79
Applied Mathematics, Center for, 28
Appointment and titles, 34
  academic year, 35
  assistant, 35
  titles, 34
Appointments, faculty, 27, 33
Archives, 73
  historical information, 73
  records, 73
Arecibo (National Astronomy and Ionosphere Center), 28
Athletic ticket books, 91
Atomic and Solid State Physics, Laboratory of, 28
Attendance and absences, class, 64
  cancellation of classes, 64
  extracurricular activities, 64
  faculty responsibilities, 64
  quality and content of instruction, 64
  religious holidays, 64
  requirements, 64

Auditing courses, 65
Big Red Barn, 86
Biological Sciences, Division of, 20, 26, 34
Board of Trustees, 24
  composition of, 24
  executive committee, 24
  meeting dates, 24
Book Lists, 60
Breakdowns in facilities, 89
Budget, director of the, 29
Bulletin of the Faculty, 82
Bursar, 30
Bus service, campus, 75
Bylaws and legislation, Faculty, 23
  organization and procedures of the University Faculty, 23
  record of Faculty actions, 23
Bylaws and trustee legislation, University, 24
Calendar, academic recesses, and holidays, 38
  academic year, 38
  determined by, 38
  holidays, University, 38
  memorandum on recesses, 38
Campus affairs, vice president for, 27
Campus facilities and services, 69
Campus Life, Division of, 27
Campus Store, 73
  book lists, 73
  deadlines for submitting text lists, 74
  manager of, 27
  ownership, 73
  purpose, 73
Career Center Newsletter, 89
Career, Summer Plans, and Placement, 27, 89
Charter of the University, 23
Check cashing, 92
Children's tuition plans, Cornell, 42
  eligibility, 42
  spouse of faculty member, 42
Chronicle, Cornell, 82
Clinic, Gannett Medical, 81
Commencement, 65
Committees of University Faculty, 16
  appointed by president, 17
  elected by Faculty, 17
Community Relations, Director of, 28
Compensation, Workmen's, 53
Computer Services, 27
  principal on-campus location, 74
  programming, 74
  terminals, 74

Comstock Publishing Association, 79
Conduct, Code of Student, 62
Conferences
  parking, 75
  scheduling of, 87
Conflicts of interest, 43 *See also* Academic Funding
Construction, director of, 28
Consulting, 42
  individual college rules, 43
  rules for, 42
  statutory college rule, 42
Controller, 29
Cornell Fund, 80
Cornell Reports, 80
Corporate relations, director of, 80
Corporation, secretary of the, 28
COSEP, director of, (Committee on Special Education Projects), 30, 81
Council, Cornell University, 31
Council of Federated Ministries, 88
Counsel, University, 28
  release of student records, 62
Counseling, 81
  Career, Summer Plans, and Placement Center, 81
  COSEP, 81
  Dean of Students Office, 81
  Gannett Medical Clinic, 81
  Guidance and Testing Center, 81
  International Student Office, 81
  Mental Health Clinic, 81
  Reading-Study Center, 81
  Religious Affairs, University, 81
  Scholarships and Financial Aid, Office of, 81
Counseling services, directors of, 27
Credit Union, Federal, 90
Cultural events, 83
  Dance, 84
  Lectures, University Committee on, 84
  Music, 83
  Theatre Arts and Physical Education performances, 83
CREF (College Retirement Equities Fund), 48
  disability leave-of-absence, 51
Dean of the University Faculty, 14
  chief administrative officer, 14
  duties of, 15
  election of, 15
Degrees, 17
  administered by, 17
  graduate, 19
  list of, 17

Degree requirements, 56
  eligibility, 56
  honorary degrees, 56
  requirements, 56
Development, University, 80
  Cornell Fund, 80
  Corporation Relations, director of, 80
  Estate Affairs, director of, 80
  Foundation Relations, director of, 80
  office of, 28
Dining Services, director of, 27, 84
Disability leave-of-absence plan, 51
Disability, total and permanent, 51
Dismissal procedure, 46
  University rights, 46
Duplicating Services, 78
Emeritus professor, 48
Environmental Quality and Management, Center for, 26
Estate Affairs, director of, 80
Examinations, 58
  booklets, 59
  exceptions, 58
  final examinations, 59
  independent study period, 59
  makeup, 59
  requirement, 58
  Sage Infirmary, 59
  schedules, 59
Exchange Visitor Program, visas and immigration, 46
Extramural courses, 21
Faculties, the, 13
  origins of, 19
  University faculty, 13
Faculty and administrative policies, 56
Faculty committees. *See* Committees of University Faculty
Faculty Council of Representatives, 14, 16
  business of, 16
  makeup, 16
  meeting dates, 16
  origin of, 16
  speaker, 16
Faculty, dean of University, 14
Faculty, secretary of University, 15
Faculty, trustees, 15
Faculty, University, 13
  committees of, 16
  membership, other, 14
  non-voting members, 14
  responsibilities, 13

visiting and acting professors, 14
voting members, 13
Faculties and degrees, 17
Finance and Business Office, (College of Agriculture and Life Sciences)
Health insurance, 52
retirements, 48
scrap and salvage, 90
teacher's pledge, 45
travel procedure, 55
Fines, parking, 75
Firearms on campus, 61
Foundation relations, director of, 80
General Services, Division of, 77
Furniture Repair, 78
General and Scientific Stores, 77
Laundry, 78
Typewriter and Instrument Repair, 77
Graduate School, dean of, 28
Grading system, 57
Graphic Arts Services, 78
Guidance and Testing Center, 65
Health Services, director of University, 27
Holidays, University, 38
religious, 64
Hourly schedule, 63
exceptions, 64
evening classes, 64
hours of instruction, 63
no-class hours, 64
Housing information, 90
Identification cards, 45
eligibility for, 45
for faculty, 45
replacement of, 45
returning, 45
staff, 45
Immigration, visas, and Exchange Visitor Program, 46
Inoculations, 91
Insurance
air travel, 52
disability leave-of-absence plan, 51
group life, 50
health (*see* also Insurance, Health), 52
personal accident, 50
personal property, 53
total and permanent disability, 51
unemployment, 53
Workmen's Compensation, 53
Insurance, health, 52
after retirement, 52

other information about, 52
plan for, 52
during sabbatical leaves, 52
Instruction, quality and content, 64
International Studies, Center for, 27
International Student Office, 81
director of, 27, 30
IRRPOS (project on national energy needs and environmental quality), 26
Judicial administrator, 30
Leaves of absence and absences, 38
sabbatical, 39
study, 40
Lectures, University Committee on, 84
Library policies, 71
Libraries, University, 28, 69–72
handbook, 71
locations of, 69, 70
system of, 69
Life Safety Services, Department of, 74
accidents, fires, and other emergencies, 74
burial ground for dangerous material, 74
inspections, 74
protective program, 75
responsibility, 74
Long-range plans, 27
Lost and found, 75
Mailing list, Faculty, 82
Materials Science, Center for, 28
Medical affairs, vice president for, 27
Mental Health Clinic, 81
Messenger Service, 83
Misconduct, 60
Museums of art, 84
Andrew Dickson White Museum of Art, 84
Herbert F. Johnson Museum of Art, 84
hours, 84
other galleries, 84
Music, Faculty Committee on, 83
Nepotism, 55
New York Hospital–Cornell Medical Center, 27
Nonacademic employees, 92
North Campus Union, 85
Noyes Center, 85
Nuclear Studies, Laboratory of, 28
Nursery school, 91
Nutrition, Graduate School of, 26
Office hours, 40
Ombudsman, University, 31
appointed by, 31

charge to, 32
duties of, 31
Origins of faculties, 19
constituents, 20
membership, 20
responsibilities, 20
Organization and procedures of the University Faculty, 14
Faculty Council of Representatives, 14
Ornithology, Laboratory of, 26
Parking, 75
conference parking, 75
entry to campus, 75
fines, 75
permits, 75
visitor permits, 75
Patent policy, 43
Cornell Research Foundation, 44
Manual of Policies and Procedures for Sponsored Projects, 45
Permits, parking, 75
for faculty, 75
for visitors, 75
Personnel Services, Office of
Cornell Children's Tuition Scholarship Plan, 42
disability leave-of-absence plan, 51
group life insurance, 50
health insurance, 52
I.D. cards, 45
nonacademic employees, 92
retirement plans, 48
Teacher's Pledge, 45
total and permanent disability, 51
unemployment insurance, 53
Photo Science studio, 78
Physical education, 84
Physical Education and Athletics, director of, 27
Physical recreation facilities, 88
Planning, director of, 27
Planning, vice president for, 27
Plant maintenance, 27
Plantations, Cornell, 28
Post offices, 83
President, 26
Press, Cornell University, 79
Comstock Publishing Association, 79
Cornell University Press, Ltd., 79
Principal administrative officers, 29
Printing, addressing, mailing, and duplicating, 78
addressograph and mail room, 78
duplicating services, 78

Graphic Arts Services, 78
Print Shop, 78
Print Shop, 78
Probation and suspension, academic, 59
Provost, 26
Provosts, vice, 26
Public affairs, vice president for, 28
Public Affairs Education Programs, director of, 28
Public events, scheduling of, 87
Public Information, Office of, 28, 80
Cornell Chronicle, 80
Cornell Reports, 80
Public order, 61
firearms on campus, 62
Hearing and Appeals Boards, University, 61
Policy Notebook for Students, 61
legislative requirement, 61
Publications, Office of University, 28, 79
Purchasing Department, 76
ordering department, 77
responsibilities of, 76
scrap and salvage, 90
solicitation of salesmen, 77
Radiophysics and Space Research, Center for, 28
Reading-Study Center, 81
Recesses, academic, 38
memorandum on, 38
Records, release of student, 62
faculty evaluation, 63
Law School records, 63
privileged information, 62
qualified information, 62
subpoena duces tecum, 63
University counsel, 63
unprivileged information, 62
Regional offices, University, 28
Registrar, 30
examination schedules, 59
grading system, 57
release of student records, 62
Relations, directors of University, 28
Religion, Ethics, and Social Policy, Centre for, 87
Religious Affairs, coordinator of University, 27, 81
Religious services, 87
Centre for Religion, Ethics, and Social Policy, 88
Council of Federated Ministries, 88
Office for coordination of, 87
Sage Chapel convocations, 88
Research
classified, 66

involving human subjects, 67
sponsored, 67
Research Foundation, Inc., Cornell, 28
Research, vice president for, 28
Retirement age, 47
normal retirement age, 47
postponing retirement, 48
professors emeritus, 48
statutory college, 47
Retirement plans, 48
Endowed colleges, 48
Contributory Retirement Income Plan, 48
CREF, 48
sabbatical leaves, 48
tax deferment plan, 49
TIAA, 49
Health insurance after retirement, 52
Statutory colleges, 49
New York State employees, 49
information concerning, 50
retirement system, 49
TIAA–CREF, 49
Rights, student, 59
ROTC program, 27
Rumor clinic, 82
Sabbatical leave, 39
department responsibilities, 39
eligibility for, 39
insurance, 52
postponement of, 39
procedures, 39
retirement plans, 39
unemployment, 53
Sage Chapel convocations, 88
Salaries and deductions, 37
credit union, 37
federal and state taxes, 37
health and group life, 37
parking permit fees, 37
payments, 37
retirement system, 37
social security tax, 37
sponsored research, 37
United Fund, 37
U.S. Savings Bonds, 37
Scheduling
conferences, 87
public events, 87
Scholarships and Financial Aid, Office of, 81
Science, Technology, and Society Program, 28

Scrap and salvage, 90
endowed colleges, 90
statutory colleges, 90
Seal and name of the University, 25
use for college purposes, 26
corporate seal, 25
emblem, 26
great seal, 25
name, 26
general use of, 26
Secretary of the University Faculty, 15
as acting dean, 15
election of, 15
responsibilities, 15
Senate, Cornell University, 24
background, 24
committees, 25
duties, 25
membership, 25
speaker, 25
student extracurricular affairs, 11
Social security, 50
Society for the Humanities, 22
establishment of, 22
location, 22
Space assignment, 27
Speaker of Faculty Council of Representatives and University Faculty, 16
Sponsored research, 67
summer research projects, 42
Staff, Directory of, 76
Statler Club, 86
Structures, academic, 33
centers, 34
deans, role of, 33
departments and heads, 33
Division of Biological Sciences, 34
Graduate School, 33
members of University Faculty, 34
president, 33
Students
Conduct, Code of, 62
dean of students, 27
extracurricular affairs, 11
records, 27
records, release of, 62
rights of, 59
Student records and finance, director of, 30
admission records (undergraduate), 30
bursar, 30

registrar, 30
scholarships and financial aid, 30
Students, 11
breakdown of numbers, 11
Handbook, 12
Policy Notebook, 12
Students, dean of, 29
counseling, 81
office responsibilities, 30
surveys and questionnaires, 66
Study leave, 40
eligibility, 40
period of leave, 40
procedures, 40
Summer employment, supplemental, 41
eligibility, 41
sponsored research, 42
Summer Session and Extramural Courses, Division of, 20
background, 20
extramural courses, 21
Summer Session, 21
Sun, The Cornell Daily, 12
Surveys and questionnaires, 66
Teacher's Pledge, 45
Teaching assignments, 41
grievance procedures, 41
responsibilities, 41
teaching loads, 41
Telephone system, 76
Tenure and appointment procedures, 35
acting and visiting professors, 35
adjunct professors, 35
appointment policy, 36
definite terms, 36
promotion, 36
state appointments, 36
tenure, 35
terminal year, 36
Theatre Arts, 83
TIAA (Teachers' Insurance and Annuity Association), 48
disability leave of absence, 51
Travel office, 76
air travel, 76
billing, 76
courtesy cards, 76
railroad travel, 76
Travel procedures, 53
endowed colleges, 53
statutory colleges, 55
Treasurer, 29

Trustees, Board of, 24
Trustees, Faculty, 15
  number and election of, 16
Tuition plans, Cornell children's, 42
Tutoring, 66
Unclassified Students, Division of, 21
  eligibility, 21
  purpose, 21
Unions, director of University, 27
Unions, University, 85
  North Campus, 85
  Noyes Center, 85
  programs and activities, 86
  Willard Straight Hall, 85
University, the, 9
  endowed divisions, 10
  origins of, 9
  statutory units, 10
Urban Development Research, Center for, 27
Vacations and recesses
  academic recesses, 1971 memorandum concerning, 38
  vacations for faculty, 37–38
  vacations for research and extension associates, 38
Veterinary services, 91
Visas, Exchange Visitor Programs, and immigration, 46
Visiting professor
  appointment and titles, 34
  retirement plans, 48
  tenure and appointment procedures, 35
  voting privilege, 14
Visitors, exchange, 46
Water Resources and Marine Sciences, Center for, 26
Willard Straight Hall, 85
Workmen's Compensation, 53

472 4M HU